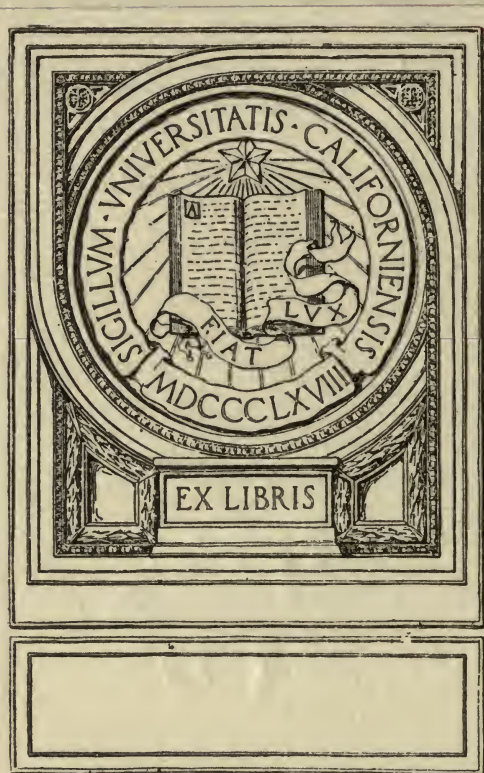


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*First Impression ... ... February, 1917.*  
*Second Impression ... ... August, 1917.*



AN  
IMPERIAL  
OBLIGATION

*INDUSTRIAL VILLAGES.*

*for*

*PARTIALLY DISABLED  
SOLDIERS & SAILORS*





Univ. of  
California

TO THE  
ARTIST



Louis Raemaekers.

# AN IMPERIAL OBLIGATION

*Industrial Villages for Partially  
Disabled Soldiers & Sailors*

BY

THOMAS · H · MAWSON

*With an Introduction. by*

FIELD MARSHAL SIR DOUGLAS · HAIG

KT., G.C.B., GCVO., KCIE.

*and a Frontispiece by*

LOUIS · RAEMAËKERS

UNIV. OF  
CALIFORNIA

LONDON  
GRANT RICHARDS LIMITED  
8 ST MARTIN'S STREET  
·1917·





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DEDICATED  
TO THE MEMORY OF  
MY SON  
PRIVATE JAMES RADCLIFFE MAWSON  
"THE KING'S OWN" (ROYAL LANCASTER REGT.)  
WHO FELL IN THE SERVICE OF  
HIS COUNTRY AT YPRES  
APRIL 23, 1915

387044



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THE  
GREAT  
GREAT



A disabled soldier, clad by accident in a sailor's jacket, who, having been injured while on board, by the chances of war, a privateer, instead of a King's ship, had been driven to "beg at one of the outskirts of the town" (*Loquitor*):

"As for my misfortunes, master, except for the loss of my limb, and my being obliged to beg, I don't know any reason, thank Heaven, that I have to complain. Blessed be God, I enjoy good health, and will for ever love liberty and Old England. Liberty, property, and Old England. Huzza!"

*Reproduced from Cooke's pocket-edition of Goldsmith's Essays (probably over 100 years old).*



FOREWORD.

General Headquarters, B.E.F.,  
France.

Dear Mr. Mawson,

While I greatly appreciate your kindness in sending me advance proofs of your book, "An Imperial Obligation," I regret that, so far, my many engagements have prevented my giving them the attention I hope to at no very distant date, for I feel that the subject which you have tackled, the amelioration of the lot of those of our countrymen on whom this war has placed the dreadful burden of life-long disablement, is not only the most worthy to which it is possible to bend one's energies, but one which should receive immediate attention if we are to be ready for the emergency before it becomes overwhelming.

This much, however, I can say as a "Foreword" to your book. Any scheme honestly conceived and energetically and skilfully pursued for such a cause is one which I feel confident will command the practical sympathy of our countrymen and, as such, will have my hearty approval.

Yours faithfully,

*D. Haig. J. M.*

*21 June 1917.*

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## PREFACE.

At the present time the whole available resources of the nation are concentrated on the one task of winning, in concert with our Allies, the terrible war into which Europe has been plunged.

Compared with this task, all others sink into insignificance, but this does not mean that we can afford utterly to ignore them. There are many who, like myself, are debarred from participating in the struggle by age, infirmity, indispensability, or all three, and who, shut out as they are from the main pursuit of their fellows, turn their eyes even more longingly than others to the time when peace shall once more visit the earth.

It is to these men and women I appeal in the present volume, and ask their co-operation in preparing for the peace which must come at some time sooner or later. It is to us more than others Lord Parker spoke from the benches of the House of Lords when he said :

"Whatever excuse we may have for our unpreparedness for war, we shall surely have no excuse if we are similarly unprepared for peace. The war may have been improbable, but peace is certain, however long delayed; and when peace comes we shall have to face a situation which, unless it is wisely and prudently handled, may entail on our posterity evils equal to, or even greater than, those entailed by the war itself."

## A U T H O R ' S      P R E F A C E

How soon may come or how long delayed may be the need for action we do not know, but one thing is certain : as Lord Parker says, peace will come and with it will come innumerable problems which, unless they are grappled with now and prepared for, may militate against the general welfare of this Country in a way which may well prove "the last straw which breaks the camel's back."

The most important problem of all these is the prevention of anything approaching destitution among those who return from the wide-flung battlefield maimed and broken and incapable of re-entering the field of commercial and industrial competition on the old terms.

It may be thought that, in attacking this problem, I have dealt too briefly with the training of the partially disabled soldier for the new and strange conditions under which he must, from the nature of his infirmity, live and work in the future, even if placed in the exceptionally favourable surroundings which we propose creating for him.

This brevity is traceable to the fact, the gratifying fact, that the business is already in capable hands, and is, in some cases at least, well advanced. Such associations as the Lord Roberts Memorial Workshops, under the Presidency of Major-General the Lord Cheylesmore, K.C.V.O., the War-Seal Mansions, instituted by Mr. Oswald Stoll, and that



## *A U T H O R ' S      P R E F A C E*

---

achieving such a remarkable work among the blind and initiated at so early a date by Sir Arthur Pearson, are indeed deserving of all praise. Our endeavour, in the following pages, is to suggest the means whereby, through the creation of an exceptionally favourable environment, the fruits of the work of such organisations may be increased a hundredfold; for if our mauled or mutilated wards are compelled to carry on their work amid the evil conditions so often existing in our towns, however well-housed in home and workshop, instead of in the villages which it is our desire and aim to see placed at the disposal of employers of wounded soldiers, as well as of those who work at independent crafts, we shall certainly have failed, as a nation and individually, in our whole duty towards them.

It may be thought too that I should have said more on the subject of the establishment of disabled soldiers on small holdings or in agricultural labour. While it will be found that these form integral portions of my scheme, I had two reasons for relegating them to a secondary place in my book.

In the first place the case is being thoroughly investigated by specialists in this branch of the subject, and is already exhaustively dealt with along certain well-defined lines; and, in the second, I have a very strong conviction that it will be found that only a proportion of the men we wish to help

A U T H O R ' S      P R E F A C E

will find such work congenial and suited to their diminished physical capabilities.

It is for these unfitted by temperament and physique for such work I would plead. Let us, then, who are debarred from fighting our Country's battles, or who are taking a period of enforced breathing-space before re-entering the struggle, undertake this humbler and less showy, but nevertheless equally necessary task, for the saving of our national honour and the material betterment of our Country.

THOMAS H. MAWSON.

School of Civic Design,  
Liverpool University,  
*August, 1917.*



THE  
OF  
CALIFORNIA

For a Dream cometh through  
the multitude of business

*The Preacher*



Fig. 1.—“So far as may be in this world of turmoil and change, a haven of perfect peace.”

# I HAVE DREAMED A DREAM

## PART I.

### THE DREAM.

**I** HAVE dreamed a dream, and I want you to dream it with me, and perhaps when you and I have dreamed the dream together, you may be, as I am, filled with a great desire for its realization.

It is not a new dream, and it is not one that I alone have dreamed, and the picture it has presented to each dreamer has been moulded and shaped by influences, psychological, temperamental and environmental, and thus is not the same.

As I said, it is not a new dream. Ever since war broke out it has been shaping in my mind, very nebulously at first, and the process of precipitation into something like a definite picture began when I first met a man in the blue suit of suffering, limping along with that look of quiet patience and conscious strength and dignity of purpose, unafraid by the terrors through which he has passed, to which we have all become so sadly familiar.



Now each time I see one of these scarred heroes in the familiar blue suit, or, perhaps more pathetic still, I see the tiny gold stripe on a khaki uniform,



fresh, vigorous and definite strokes are traced over nebulous portions of my picture until, after two years and more spent in the drawing of it, its main outlines are complete enough to lay before you.

Indeed, a plan out of which I have evolved the one given as Fig. 3 has been in existence in rough pencil form for considerably over a year, and the final result crystallises the dreaming of many odd leisure moments.

It is the purpose of this little book to show it to you in such wise that, from your dream which, as I said, is different from mine, there may result a picture—shall I say “stereoscopic,” because it is obtained from more than one angle of view?—and thus, with perspective more perfect than one man may, in the nature of things, produce. Thus may we hope it will possess a realism which makes its translation into fact much easier.

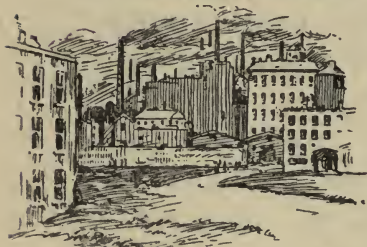
And what of this picture—what does it represent? In the foreground stands a man, not very heroic-looking, perhaps, but nevertheless a man whose eyes are open, and who has seen and comprehended the crude, elemental facts at the back of life and death, of civilization and barbarism, in a way neither you nor I—poor, decrepit products of twentieth-century civilization!—can ever do; even when we stand in the presence of one going forth from this world wrapped about with the conventional manner of this conventional age.

## THE PROBLEM BEFORE US

This look in the eyes of our central figure is enough to touch the heart-strings in a manner which shall bring forth sympathetic visions enough to enable us to complete our picture, but, great as it is, it is not the main appeal which he makes to us. It is only when we realize that it has been his high and God-like privilege to lay his sacrifices of health and strength, of powers of mind and body, of agony of effort, on the altar of self-immolation on behalf of others, and that these others are ourselves, that we can hope to rise to the task before us.

This figure of a man, dauntless and unafraid, but looking forward into the future with eyes more troubled than when he looked over the stricken fields of France, may, alas! be multiplied a thousandfold, and it is the problem of removing from those eyes that troubled look, and of restoring peace of mind where we are unable to rebuild the shattered body, which sets our hearts and minds aglow with a spirit of sympathetic helpfulness. There is reason to fear that in too many cases, having flooded the heart and mind, it will be allowed to remain there only until the coming of another flood of newer, more pressing and more self-interested thoughts, and good intentions may take the place of good deeds.

And now to fill in our dream-picture. What surroundings can we give our central figure which shall be worthy of him, and shall chase away from his eyes that troubled look as he vainly tries to pierce the



veil which shrouds a future overcast by the burden of a lifelong physical disability? Well, first of all, he shall not stand in the mean courts of a large town such as that into which he will inevitably drift if we do not will it otherwise; where life is drab and drear and even the light of the Sun is obscured by clouds of smoke, so that green things and wild living things, in which the heart of every man who *is* a man delights, have taken themselves elsewhere.

No! It is not in the man-made town, though near it, but out among God's creations in His country, that we will place our crippled soldier, and our task is to find him means of livelihood, means of mental and spiritual culture, and a place in which to live among such surroundings.

So he is taken by the hand, his pre-war experiences and capacities investigated, his sympathies and aspirations consulted, and, these having all been weighed against his infirmity, he is, as speedily as possible, drafted into congenial and profitable employment—employment which shall not only be conducive to the preservation of his self-respect, but profitable alike to himself and to the Nation.

But, first of all, and lest I should be misunderstood, let me say that I do not for a moment think



## A DREAM OF MANY FULFILMENTS

that there will be found one site for our soldiers' village—there, the secret of our vision is out!—which shall meet all requirements. Not only would sheer numbers make this impossible, but it would be cruelty, for instance, to exile a man who has grown up in the great Cottonopolis of Lancashire to a cage, however beautifully gilded, in Kent or Cornwall away from all he holds dear and all his lifelong associations.

To avoid this, the dream-picture which you and I are making may have to be reproduced many times, not by some soulless, mechanical process, but rather with ever-varying freshness of treatment to suit the different setting, so that, in each new and varied copy which together we are to create, we shall represent, so far as may be in this world of turmoil and change, a haven of perfect peace to which such as those who have crowded into a few short months a lifetime of agony of effort ought to attain.

In some pictures of this kind which I have seen, the great army of shattered but heroic figures are all found in one position, engaged upon the same task. This, my reader, *our* picture will never show, for, if we think a moment, we shall realize that, if it did, it would be faulty in drawing and perspective. Even in the army, where, of all professions, men are



drilled and schooled and uniformed into one image, there is, in fact, every gradation of personal idiosyncrasy exerting its beneficent influence even in the ranks themselves; and outside them, but still within the army, there are numberless trades and crafts and spheres of action, differing widely in kind and purpose, but all going to make up the sum-total of effort in one direction. So it must be in our picture. Every man must be seen following the occupation he is best fitted for mentally, temperamentally and physically, so that while most, no doubt, will be at physical labour of a kind fitted to their infirmities, others will be skilled craftsmen, a smaller number perhaps writers of books and composers of music, while a few will find their spheres in ministering to the needs of their fellows, spiritual and temporal.

Artists in their pictures strive for a quality they call "Centralization," and every text-book on art will tell you that this quality may and ought to be attained, not by a bald uniformity, but by the harmonious treatment of a subject which may in itself be very complex. This it must be evident that *our* picture must be, if we are to portray on one canvas men of every social and intellectual grade, and if the realization of our dream is to consist of a village and not a barracks.

It will thus be seen that there are two extremes to which we may run. On the one hand, through lack of imagination, our picture may present all its figures

## UNITY OF AIM AND DIVERSITY OF WORK

in the same attitude engaged on the same task, such as toy-making or agriculture; or, on the other, flights of fancy may destroy the unity of our composition, and we may have a muddle of divergent aims and strivings after we know not what.

Truth and right, here as generally, are found in the happy medium. While on the one hand a village for disabled soldiers, conceived with the idea that every villager will follow a so-called home-handicraft, is impracticable, on the other there must be some unity of purpose. When we come to think of it, this is true of every community. In the larger and consequently more complex towns and cities of this Country we almost invariably have a paramount industry up to which everything in the commercial life of the place leads.

But this does not mean that everybody is engaged upon that one occupation, or that the one profession or manufacture does not provide scope for many minds of differing calibre in works technical or artistic, mechanical or creative.

So in the village of our dreams—the village for disabled soldiers—let us have this quality of centralization, but do not let us aim at drab uniformity, which would be as impossible as it is undesirable. Let us rather choose some industry, some sphere of productive effort, in which the articles produced shall be of a nature that will provide a wide scope for talents



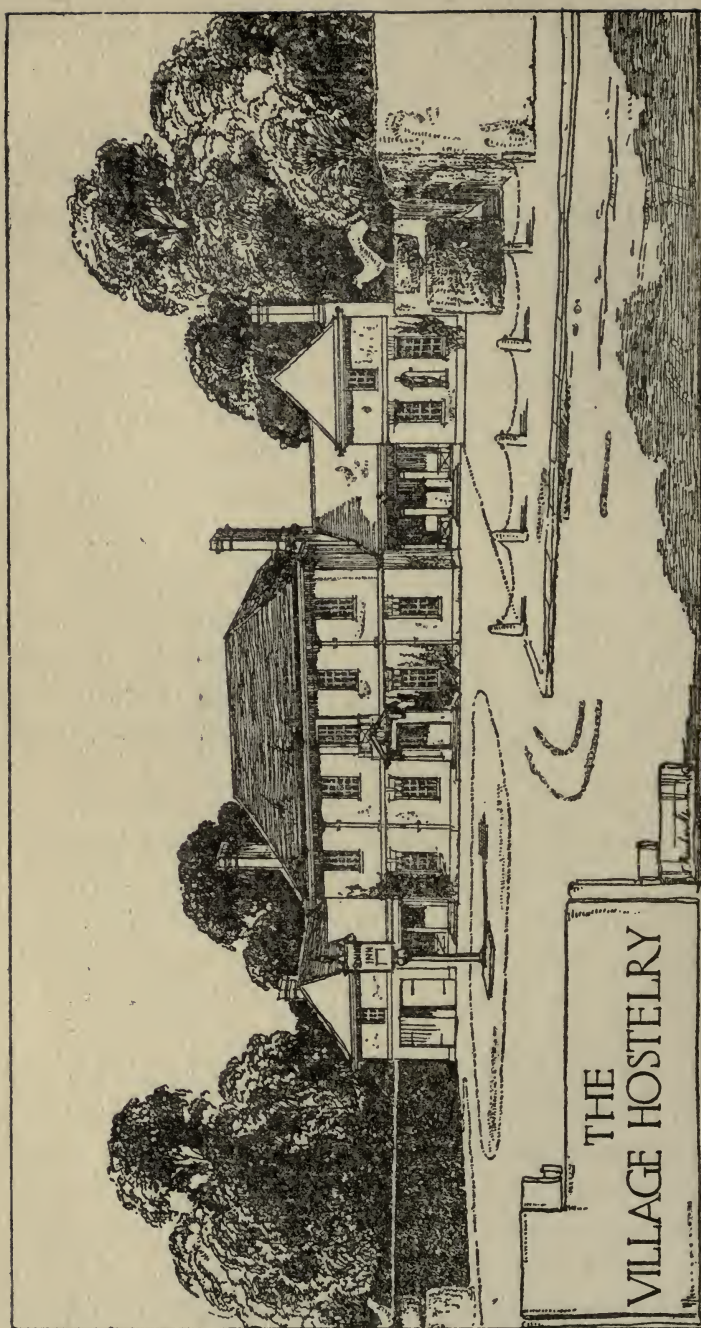
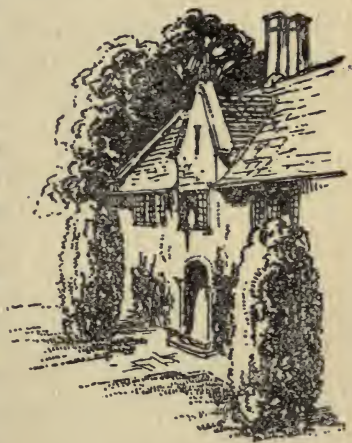


Fig. 2.

## SELF-HELP AND INDEPENDENCE

collective as well as individualistic, mechanical and inventive, literary and artistic, and with branches suited to those who, from the nature of their infirmities, must necessarily lead a somewhat detached life, as well as for those who can not only participate in, but will glory in community of effort.

As we think of these things, we find, almost before we realize it, that our dream, so nebulous at first, is beginning to take definite shape. We see before us a village, artistic as it is practical, and therefore pleasing to every sense, set down in one of the smiling valleys of this green and fertile land, wherein the villagers, drawn from every class and with every variety of temperament and diversity of training, are bound together, not only by experiences the most arduous, vivid and perilous that human experience can provide, but by their present activities and surroundings, all working together in happy collaboration, self-contained and self-respecting because they have been placed in surroundings which have lifted them out of a state of dependence, or even in some cases of pauperization, into a position of sturdy self-helpfulness.



Is not this a happy picture, a beautiful and consoling vision which, though it approaches so nearly

*P A R T I. — T H E D R E A M*

---

the ideal, is still eminently practical? We imagine a smiling valley steeped in green verdure, yet we have not forgotten that comparatively few of our quests will be able to emulate Andrew Marvell in—

“Annihilating all that’s made,  
To a green thought in a green shade,”

and for the others, as our plans and illustrations will show, we are ready to combine with rural delights those facilities for enjoyment provided by town life such as the theatre, the cinematograph and the social or athletic club.

For if our dream is ever to materialize we must be, before all things, intensely practical. We must dream dreams, it is true, for no venture, great or small, worthy or unworthy, was ever undertaken which was not preceded by dreaming of some sort which later, perhaps, materialized into plans, technical drawings or dry specifications which provided the ugly, uninteresting intermediate stage between the beautiful dream or conception and the equally beautiful final result.

I said “equally beautiful,” but this is not enough. Our first crude conception should never materialize without undergoing much change for the better, for, as we attempt this and commence the long fight with practical details, pre-existing conditions and ways and means, our vision should undergo a process of refinement and elaboration and be enriched, not only





collection of these men into barrack-like institutions where family privacy would be difficult, movement restricted, the atmosphere vitiated, and the whole tendency be towards a bureaucratic régime of a kind most foreign to the National temperament. Such a course would, to my mind, combine all the disadvantages of my proposals and the opposite alternative, with, in addition, pauperizing elements of the most pronounced type.

No, I cannot find it in my heart to raise a single plea for either. That my scheme is not free from difficulties I am well aware; but then, what scheme is? Our difficulties, like all others, are made to be overcome, and in the second part of this little book I hope to show how they can and should be, and, in a practical manner, to illustrate how the dream which you and I, my readers, have dreamed together may be reduced to actuality.

THE  
CITY OF  
NEW YORK



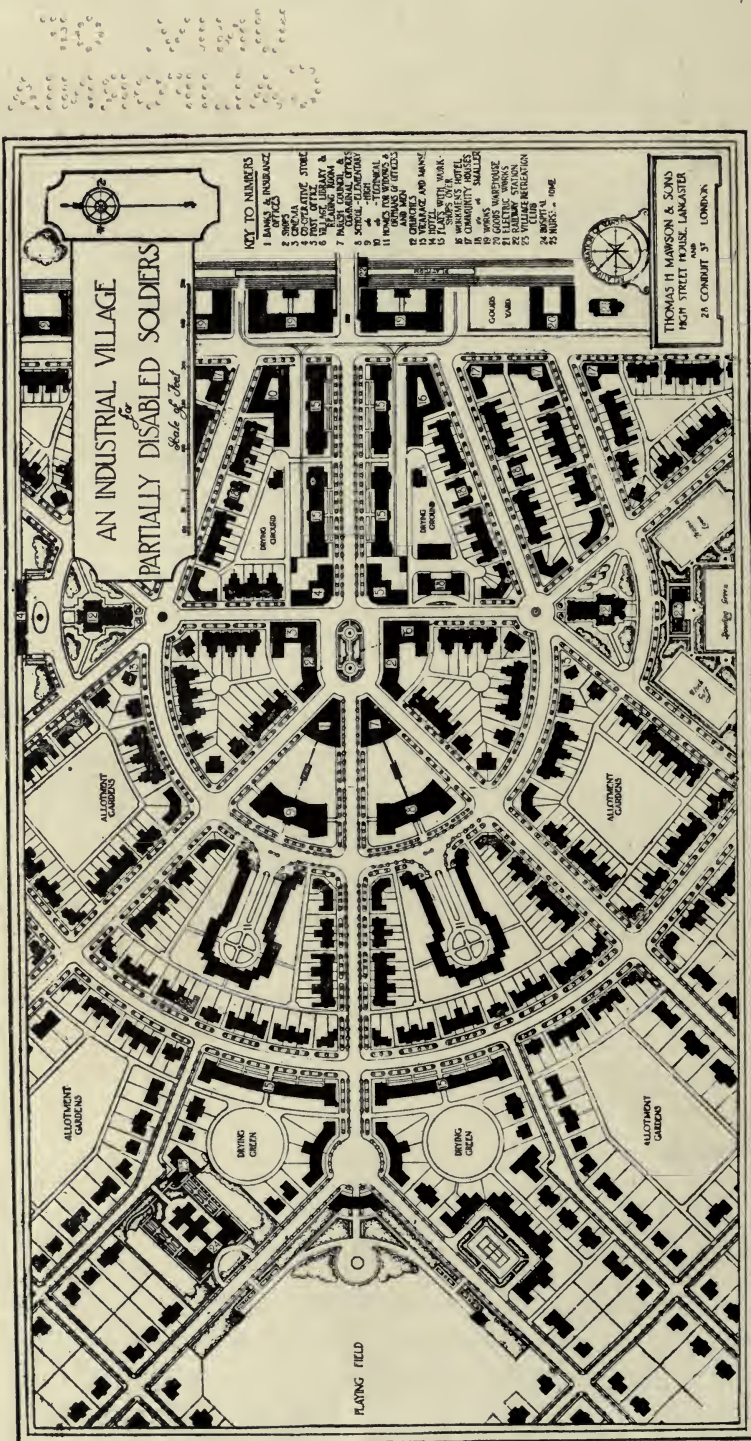


Fig. 3.

# FOR WHOM ARE WE PLEADING?

## PART II.

### THE BUSINESS.

SO much for the dream, the vision which must always precede any kind of creative or constructive work. Now for the business.

Everything depends, in the first instance, on a clear understanding of the answer to the question—With whom is the village to be peopled?

I think we shall find the answer when we consider that there will naturally be every gradation of disablement from those completely helpless to those only very slightly below the normal in physical power, and our aim should be to provide house accommodation and work facilities, if not employment, for as many as possible between these two extremes, leaving only those whose incapacity is most complete to be received into such excellent institutions as the Star and Garter Home.



The execution of this policy in perfection will, of course, call for the greatest measure of practical organizing ability, and at the same time the most sympathetic treatment of individual cases, but, in "a nation of shopkeepers" which has shown by open-



## *PART II. — THE BUSINESS*

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handed generosity to every cry of distress which money or personal service could alleviate the possession of both qualities, this should not be difficult.

Another point occurs to me in the same connection. However well organized our villages may be, it is inevitable that they shall contain some able-bodied persons for the performance of those tasks which require the fullest possible mental and physical powers. Undoubtedly the spirit of our scheme will demand that, in such cases, discharged soldiers and sailors of good record should be encouraged to make application for these posts, and should be given the first refusal of the position.



While on this subject we must also add that it would be a great mistake to imagine, as the final result of our efforts, a village inhabited solely, or even almost entirely, by wounded men and their attendants. On the contrary, every effort should be made to ensure happy family life and continuity to the village by encouraging the settlement of wounded men, wherever possible with their wives and children, in self-contained cottages, on, of course, a self-supporting basis.

We would even welcome to our village as residents many whose claim to entry would be no more directly connected with our main object than by such



## FACTORS CONTROLLING VILLAGE

qualities as neighbourliness, sympathy, service and the power of organizing and making effective our schemes for the employment of the more unfortunate villagers. Nothing could more certainly insure a cheerful and unrestrained village intercourse which would disarm criticism and prevent the creation of that most undesirable atmosphere of restraint or pauperization which clings round so many social experiments.

These considerations are of first importance, because they inevitably influence the plan of our village. Later on, when we come to talk of finance, we shall have to carry the subject further and consider how many men and their dependents the arrangements we have sketched will accommodate. At present, all that is necessary is to show that, not only must our villages contain the special facilities necessary for their unique purpose, but also every other factor which goes to the making of an up-to-date English village, though undoubtedly most of them will have to be adapted to the special circumstances of the case.

Thus, not only shall we have the self-contained cottages which I have just mentioned, and, on the other hand, blocks of buildings more or less resembling homes for incurables, but every possible gradation between these two extremes.

One thing we must certainly guard against—a

## *PART II. — THE BUSINESS*

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village of institutions, a depressing place which is half hospital and half barracks. Anything of the sort would be utterly repugnant to the ingrained individualism and independence of the British character, and would thus certainly lead to total failure.

Two means may be used for the avoidance of this. In the first place, we must, as I have said, make the greatest possible use of self-contained cottages wherever, even at some small inconvenience or pecuniary loss, it is possible to adopt these rather than community blocks or flats. The other is by the provision of electric power in small quantities laid on to each dwelling. Before, therefore, we go on to plan our village, we must know to what extent this may be done, and thus for what purposes the power is to be applied.

Now, first of all, may I be forgiven if I raise a direct and fundamental issue with those interested in this subject who have imagined a village of individualized handicrafts? The more I consider the question, the more I am convinced that, however desirable this might be in an ideal state of things where the villages were peopled with those only of superior artistic and inventive abilities, in the present instance it is quite impossible, for we must provide for the average man in a state of physical disability which reduces him to less than average productivity except under the special circumstances which we pro-

## "FACTORY" WORK AT HOME

pose to create. While, therefore, we shall have some few men, and probably some of their womenfolk also, who will be best employed in producing the unique in, say, Venetian glass, beaten metal, carved wood, high-class toys and ornaments of all sorts, the majority will be better engaged in making by the thousand some article of commerce designed on sound artistic and constructive principles.



This means an adaptation of the factory principle to the special conditions of the case. We must endeavour to apply it in such a manner that quite a large proportion of the inhabitants of our villages may work in their own homes.

Can this be done? Well, in the days before the invention of steam power, all the manufacturing processes which then existed were carried on in the homes of the workers, or in small forges or smelting furnaces attached to them, very much in the same way as the village blacksmith plies his trade to-day. The only sociological objection to this was the dark and insanitary nature of the dwellings themselves, and the loose, irregular and unhealthy habits of life which the freedom to choose one's own hours of labour produced in an entirely uneducated and illiterate people.

In our case, this evil need not arise, for since then education and social science have advanced, and we are dealing with men trained in self-



## *PART II. — THE BUSINESS*

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discipline. In any case, the mechanical power, from motives of economy, would only be available between certain fixed hours.

Now, what produced the change from the home-work system to the factory system was really and essentially the comparatively clumsy means available for the transmission of the form of power in use. This could only be done within a comparatively short radius of each generating plant by means of shafting and belting, or, worse still, gear wheels, which practically meant that the whole of the power created by one plant must be absorbed in one building, and so the workers were necessarily congregated under one roof.

Nowadays that is all altered, and by means of electric cables we are enabled to convey our power considerable distances with very little loss. We are thus able to combine all the advantages of the factory, the small employer and the home-worker systems to a remarkable degree; nor do I think that the limits of elasticity of application of the new facilities have been even realized, much less reached, placing at our disposal, as they do, central power plants creating electricity in bulk to be used in comparatively small quantities at any number of points.

It will thus be seen that it was not so much the introduction of mechanical power that destroyed the home industries and brought us all the evils of the

## FOUR GREAT CLASSES OF WORKERS

factory system, as the inadequacy, clumsiness and inefficiency of the power then available and its methods of application. As soon as these are removed we have, in the case of most of those industries which were at one time capable of being worked in the homes of the employees on piece-work, a return made possible to all that is good in the old conditions.

These considerations show that we may expect to have at least four classes of productive workers in the village itself. First, we have those employed on specialized handicrafts of an artistic nature; secondly, those working at factory processes in their own homes; thirdly, those employed in small workshops where a continuous process must be more or less subdivided between a few people; and, fourthly, those engaged on ordinary factory work on the usual scale.

These four classes, all engaged in the production of goods of the same nature or of parts of the same goods, will enable us to establish very usefully a fifth source of employment—a central collecting and distributing, buying and selling centre, where all would obtain their materials on the wholesale terms only possible under co-operation, and to which would be returned the finished article for marketing under the best expert advice.

There will only be two other classes of pro-



## *PART II. — THE BUSINESS*

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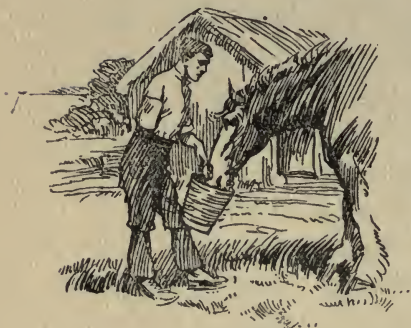
ducers or traders which will be really prominent—the agriculturists and the shopkeepers.

In dealing with the former—that is, the agriculturists—we have to remember that, in most cases, they will be working in the neighbourhood of a village and not of a town. This, as has been abundantly proved by the Letchworth experiment, makes a fundamental difference.

While those living in a town are entirely dependent for all their market garden produce, fruit and flowers on the professional agriculturist, those living in a village usually grow a very large percentage of their total consumption as a remunerative hobby.

What does this mean? Well, if the soldier-husbandman is to surround the commercial centre of the village with his small holdings, market produce and nursery gardens to the extent we hope and anticipate, he must find a broader outlet and a wider market than the village itself will provide.

This involves the creation of another packing and distributing centre for farm, market garden and dairy produce, with undoubtedly attached to it a model dairy complete with up-to-date separating machines, and so on. Only by some such co-operative



## THE CHOICE OF AN INDUSTRY

institution can our agriculturists hope to succeed and thrive.

Of the shopkeepers I need say very little, except that the multitudinous duties and small crafts which are really a part of shopkeeping, such as the repairing of clocks and watches, job-printing, tailoring, cobbling, and so on, would seem to provide useful occupation for almost every class of disablement which is not too pronounced. I would include with this shopkeeping class the local agents of large insurance and other mercantile companies, of the railways and of such Government Departments as the Post Office, in which especially there would be openings for the totally blind as telephone operators and typists from phonographic dictating machine records.



For reasons already given I have assumed that some one industry will be chosen as affording the paramount employment of the village. On its choice very much will depend. A few words, therefore, as to the requirements which it must satisfy will not be out of place. The most important of these would seem to be that it shall be suited to the locality. The promoters of Garden City and Garden Suburb schemes up and down the Country are fast finding out that there are real solid reasons why certain industries shall become attached to certain districts, and that when those manufacturers who pay very high

## *PART II. — THE BUSINESS*

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rents for the factories they occupy hesitate to remove their businesses to a cheap site, they are not actuated, as has been so glibly assumed, by mere blind prejudice, but a sound, business-like estimate of the possibilities of the case. Of course, everyone can see why it would be wild folly to attempt to establish a ship-builder's yard in an inland town, but it is not everybody who knows that it would be just as absurd to try to establish a cotton mill in the Home Counties, away from the atmospheric conditions produced by the proximity of the Gulf Stream and the deep valleys of Lancashire. Again, while one village may be more usefully employed on an industry producing articles for home consumption, another may be better engaged in supplying the raw material for other businesses already established in the locality. Thus, aniline dye, while the finished product of the dyer's chemist, is one of the raw materials of the textile dyer; locks for doors and cupboards are the finished product of the locksmith, but are one of the raw materials of the wholesale cabinet maker, and so on.

Other villages which are situated within easy reach of ports or navigable rivers will most certainly be better employed trying to work up an export trade which may help us, at least to a small extent, to pay back the money we are at present compelled to borrow so extensively from other countries.

In communities whose production would necessarily be more or less along co-operative lines, this



## RE-ESTABLISHMENT OF INDUSTRIES

element will doubtless greatly influence the choice of an industry, and would lead to the introduction of the co-operative element in many distinct ways, such as co-operative stores, banking, insurance and communal feeding, and the village should be planned with a view to encouraging these tendencies.

It is obvious that the establishment of industries for the production of articles hitherto imported from other countries should be encouraged, and especially those articles largely used in Government and Municipal Offices. Thus, instead of importing such articles as lead pencils, office furniture, filing and other appliances so largely made in Austria, the requirements of the public offices alone in this country would, if diverted, provide work for several villages of the kind we contemplate.

Another village might be equipped with workshops devoted to the manufacture of toys, especially those hitherto so extensively imported from Germany, while more than one other might be devoted to the manufacture and packing of the many preparations dispensed by chemists and hitherto largely obtained from the same source.

A village of a type particularly interesting, smaller in population perhaps than some of the others, but larger in area and especially suited to "open-air cases," might be devoted to the growth of bulbs, a trade which by long-established custom has come to

## *PART II. — THE BUSINESS*

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be treated, though without adequate reason, as the prerogative of Holland and Germany, but which, if we except the growth of hyacinths, can be developed with equal success in this Country. Then, again, there is the trade in clipped yews and tree box, which would flourish under the same conditions.

In fact, the list of villages conceivable might be continued indefinitely, but, as we shall have reason to return to it when dealing more directly with financial questions, it is not necessary to prolong it now.

As I have already hinted, there is another great consideration which will influence the choice of the paramount industry for our village. It must possess a great variety of branches and possibilities of application. I have in mind the type of industry in which, while the bulk of the articles will be produced by the thousand by machinery, special lines and "presentation sets," and so on, the same in kind but more elaborately wrought, may be made by hand, or partly by hand, to unique designs, and packed possibly in hand-wrought cabinets or, for cheaper goods, in hand-painted card boxes.

It must also provide for the piecework at home and the day work in the factory; for those who approach their tasks with little preliminary training



## THE SIZE OF THE VILLAGES

equally with those who, before they entered the army, acquired that wonderful nimbleness and manual dexterity which is the prerogative of the lifelong factory employee.

If, as I have throughout insisted, each village must specialize in one particular group of industries, this fact will have a direct bearing on the next point we must consider—that is, the size of the village.

Many considerations which it is impossible to discuss in a book of the present compass incline me to the belief that we had far better have more smaller villages than a few large ones. In most cases I think that from three thousand to three thousand five hundred inhabitants will prove to be about the maximum number if we are to obtain the best results along the lines I have indicated; at least, in the first instance, for it is far better that we should start on a small scale and gradually increase the population of our village than that we should attempt something too large at first.

I grant that industrial villages, such as Port Sunlight, Bournville, Earswick, and so on, may in many cases contain more than this number, but then these do not present an entirely parallel case, and they have also been established for a long time and have reached their maximum growth, whereas in our case we are starting afresh, and though, if we adopt this policy, the result may ultimately be that others

## *PART II. — THE BUSINESS*

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besides those for whom the village was originally constructed may be attracted there, I think, as I have already implied, that this, while inevitable in any case, must at least, to a limited degree, be accepted as a distinct advantage rather than a drawback if the main object of the village is not lost sight of and every preference is given in arranging for employment to those for whom it was originally intended.

We have established two points in their broad outline; firstly, as to the kind of folk with whom our village is to be peopled; and, secondly, the manner of their employment. There is, however, another which must be settled before we can usefully consider the main principles underlying the planning of the village itself in any detail.

This is the answer to the question: Where are these villages to be placed?

We have already said that they must be so distributed that the new population may not be divorced from their kith and kin and the part of the Country in which they have lived so far. This is one determining factor, and others are discovered immediately we try to define the manner of village we propose to create.

Briefly, I think we may have villages of three kinds.

First of all, we may have suburban colonies pleasantly situated on the outskirts of an industrial

### THREE KINDS OF SOLDIERS' VILLAGE

town. In such cases, not only should we probably find light and power, water and sanitation already provided, but also a market for our produce and a large measure of that very practical philanthropy which impels people to give the preference to a good cause in making their purchase if, by so doing, they can obtain equal value for their money!

Secondly, we may build with an existing village as a nucleus with perhaps quaint architecture and some small village industry already established. There may also be advantages in the way of good main roads, railway and canal communications, church, schools and Post Office.



Lastly, and more probably, we may start afresh on a virgin site and create a self-contained and independent village planned on the best lines in a position chosen from all others for its special adaptability to our purposes, not only as regards aspect and elevation, with their concomitants of drainage and water supply, but equally important, direct and easy means of access for our raw materials and of egress for the finished articles.

These are the three classes. Let us consider them a little more in detail.

We may dispose of the first very shortly, for, if we learn all that the modern industrial suburb can







## ADAPTATION OF AN EXISTING VILLAGE

teach us, particularly on the negative side, and then add all that the garden suburb and the semi-philanthropic industrial garden village can contribute in the same way, we shall have abundant precedent for the creation of centres which will combine the good points and avoid the bad ones in both, producing a result which, although it may owe much to previous experiments, will be entirely original and better than anything which we have so far seen in this Country.

In order to illustrate my intentions under the second heading, I have taken, almost at random, a map of an existing village (Fig. 4), and, carefully altering it so that it does not exactly represent anything which actually exists, but thus becomes the more typical of hundreds of cases, have sketched upon and around the nucleus thus provided a village such as could be multiplied, with ever-varying originality of treatment, on hundreds of sites. Indeed, there are within a radius of under a dozen miles, at least four others equally as suitable as that chosen, which shows that it is not in any way exceptional.

It would be most interesting to build up upon this little plan visions of all the quaint arrangements and charming street vistas which could be evolved from a sympathetic blending of the old with the new, and to show in detail to what an extent beauty and utility may be combined on any typical site if only we set about it in the right way, but there is neither

## PART II. — THE BUSINESS

time nor space for this if we are to consider other aspects of our case more important still. We must leave the reader to do so for himself, merely pointing out that, on the little plan, all that is already in existence is shown in full and the new work in dotted lines.

Our remaining type of village is that created entirely for our purpose. Here again I have prepared a sketch-plan to illustrate my proposals. It is shown in Fig. 3, page 16, but before I go on to describe it, I want as clearly as possible to point out that it is a *diagram* and not a *plan*. What I mean is that, while it contains most of the features which would be required in any one village, I would never suggest that its plan should be determined beforehand without reference to the site. I hope that we shall never have for our disabled soldiers' village one so devoid of natural advantages or pre-existing features which it is necessary to incorporate as to make the adoption of a cut-and-dried "paper" plan like this possible.

Let me explain what I mean. The up-to-date house furnisher nowadays creates, for the display of his goods to the best advantage, what he calls "model interiors." He collects the furniture for a given type of room in a given style, and arranges it more or less as it might be put in any ordinary room. It is not his intention that the purchaser should buy the whole collection *en bloc* and, carefully



## THE FUNCTION OF OUR PLANS

measuring the distance between each piece of furniture and the next, reproduce the whole in his own house. All he intends is to show in a general way the capabilities of his wares for the creation of artistic groupings, and the contribution each makes to the general effect.

Now, our diagram will bear the same relationship to the finished village that the furniture dealer's "model interior" bears to the individual house. Just as, in his case, the arrangement is soulless and totally lacking in individuality, and yet serves its purpose in enabling the purchaser to visualize the home, with all its subtle sociological effects and influences, so the accompanying diagram is intended to enable you and me, my readers, to visualize in our own minds, and on the site I hope you have in view, a village teeming with life, interest and individuality.

Having made this explanation, let us consider the plan more in detail.

I think we shall do this best if we imagine ourselves arriving at the completed village by train and walking from the railway station through it.

Well, as the train slows down and we know that the end of our journey is near, we notice that, on either side of the railway, all the sites are either occupied by or re-





## PART II. — THE BUSINESS

served for factories and warehouses, so that these may obtain their raw materials and despatch the finished article without incurring the expense of reloading, carting and unloading, an arrangement which has the additional advantage of removing almost entirely all heavy traffic from the streets with its heavy costs to the ratepayer in repairs, dust and the effects of vibration.

Just before reaching the Station, on our left-hand side, we pass the goods yard for the general delivery service, but we look in vain for the gasworks which almost universal custom has placed near it, and discover later on that they have been put on the opposite side of the railway at a point considerably North of the Station.

Before we go farther it may be as well to point out the reason for this, for it has influenced our whole plan in one way or another. If we turn again to Fig. 3, we find in the bottom right-hand corner a diagram showing how often relatively the wind blows from every point of the compass, from which it will be evident that its prevailing direction is the South-west. This is why we have placed all our factories as much as possible to the East and North-east of our village, and, in particular, have relegated the gasworks, with its inevitable smells, to the extreme North-east boundary. It is, indeed, why we have chosen a site for our village at a point on the railway





## THE MAIN STREET OF OUR VILLAGE

which will allow us to place it on the West side and still give us a suitable aspect.

Passing out of the Station, we notice that the simply and directly planned station-buildings are arranged on the up-to-date high level "concourse" system, and are approached by a bridge which, at this point, carries a main county road over the line—an arrangement which is particularly useful, even on this small scale, where an island platform is used.

As we leave it and look to the left along the main avenue of the village, we see a pleasant, tree-lined street of ample and dignified width, but so arranged with broad stretches of grass as to be economical in both construction and upkeep. It has, on either side, buildings containing shops on the ground floor with flats behind and over, and, on the top storey, workshops with or without top lights for those trades which are usually classed as handicrafts. The goods would be made or repaired on the top floor and sold or dealt in on the ground floor. Communication would be provided throughout the whole range of small workshops of one block, with a lift, not only for the easier conveyance of materials and articles of trade, but for the use by those employees too crippled for the safe or easy climbing of stairs.

A block of such flats with small workshops above, where the greatest amount of light and air is obtainable, is shown in Fig. 7, which will give a general

## PART II. — THE BUSINESS

idea of the arrangement of the *façades* of this street.

As will be seen from the plan, the workshops are connected with the goods yard by a light tramway. From the architectural point of view, the intention is that they should be plain and simple in treatment with strongly marked horizontal lines, leading the eye forward to the more ordered architecture of the important buildings surrounding the Town Square and its bright-hued gardens and piece of choice memorial statuary, which we now approach.

Here let us say that, throughout the village, every effort would be made to obtain a balanced composition in which the units would be considered not so much as units, but as a part of a larger composition embracing everything within sight. Only so can the maximum artistic effect be combined with the best practical planning, and this at a minimum expense, because not a penny is spent on extraneous ornament.

The Central Square is designed, as it should be, as the administrative centre of the village and all its activities. Here will be found the Post Office, the Bank, the Insurance Office, and the largest shops (including the Co-operative Stores), the Kinematograph Theatre, the Village Library and Reading Room, the Parish Council Offices and, last, but not least, the Administrative Offices of the Committee controlling the formation of the village, systematizing

## CENTRAL SQUARE AND SURROUNDINGS

its industries and distributing its benefits. Of this organization I shall have more to say hereafter.

Let us linger a moment in this Central Square and look around us. What impressions do our examination of it and the vistas radiating from it give us?

I have said that the buildings of greatest architectural importance and scale face on to the Square, but this does not mean that the rest of the village is devoid of interest. Far from this, for, as we shall see when we leave our present standpoint to wander farther afield, each part has its own special individuality. Indeed, we can see enough from where we stand, as we look down the roadways converging on to the Square, to prove that this is not the case.

Everybody who has studied town-planning problems will know that, other things being equal, the street which runs across the main one at right-angles at its most important end will be one of the best, if not the second most important in the village. The reasons for this are too complex to be dealt with in this little book, but the fact may be stated as one of general application. This is why we have so arranged the two places of worship that they stand right opposite the two ends of it. From our standpoint in the Square we look down the vistas thus created along streets of nicely balanced buildings, long and low, and again having the horizontal lines strongly marked, in contrast to the prevailing verti-



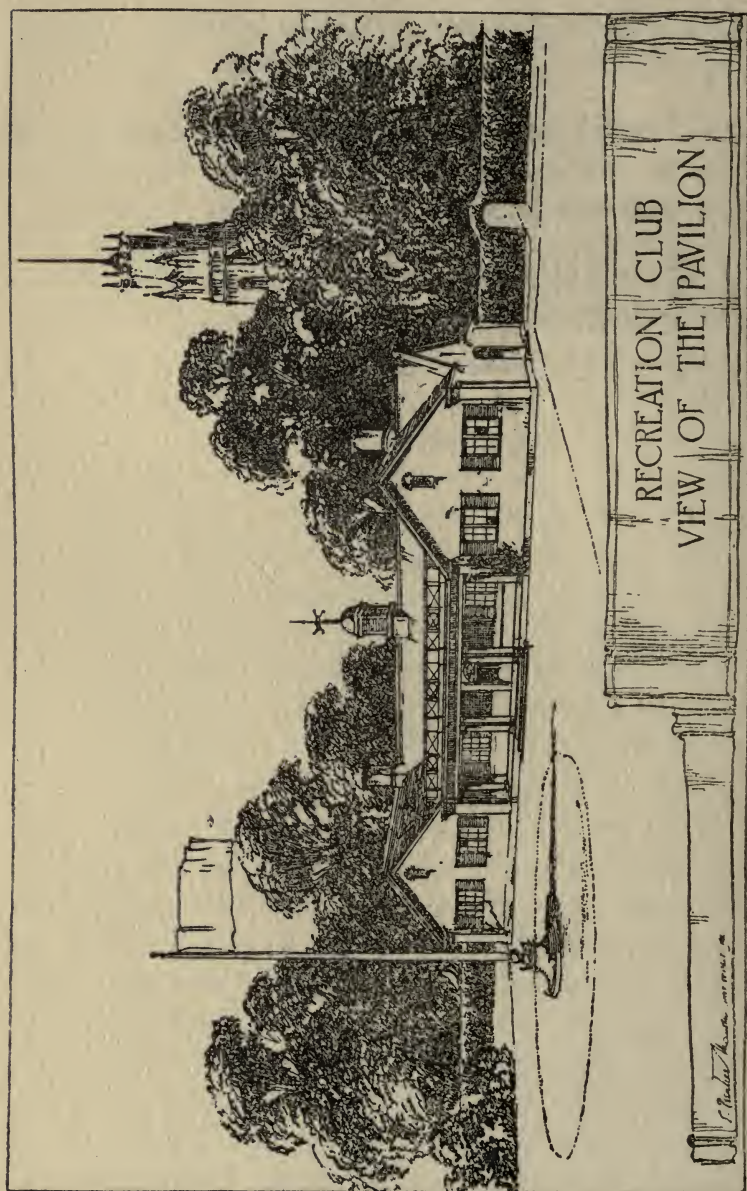


Fig. 5.



## ARRANGEMENT OF PUBLIC BUILDINGS

cal lines of the Gothic architecture of the two principal places of worship.

The general effect of one of these vistas will be gathered very fairly from Fig. 1. Looking to our right, as we stand at the entrance to the Square, we see the Gothic architecture which closes the vista surrounded with greenery and backed by the plain but dignified Georgian Hotel shown in Fig. 2, while in the opposite direction we have a still larger mass of greenery which appears completely to surround the place of worship, for the little pavilion shown in Fig. 5, and which dominates the design of the recreation ground beyond the church, is purposely kept low so as not to be seen until the more important building is passed.

Three other roads branch away from the Central Square. One is a continuation, on a less important scale, of the main avenue between the centre of the village and the railway station. The other two represent the bi-section of a main county road, of which the avenue to the station is a part; and here, again, in passing, we may say that it is one of the axioms of town-planning that the centres of villages and towns naturally group themselves round such junctions of main roads, so that our arrangement again follows the line of least resistance, which is always the line of greatest possibilities. These two branches of the main county road, leading, we may suppose, to important places to the North-west and South-west

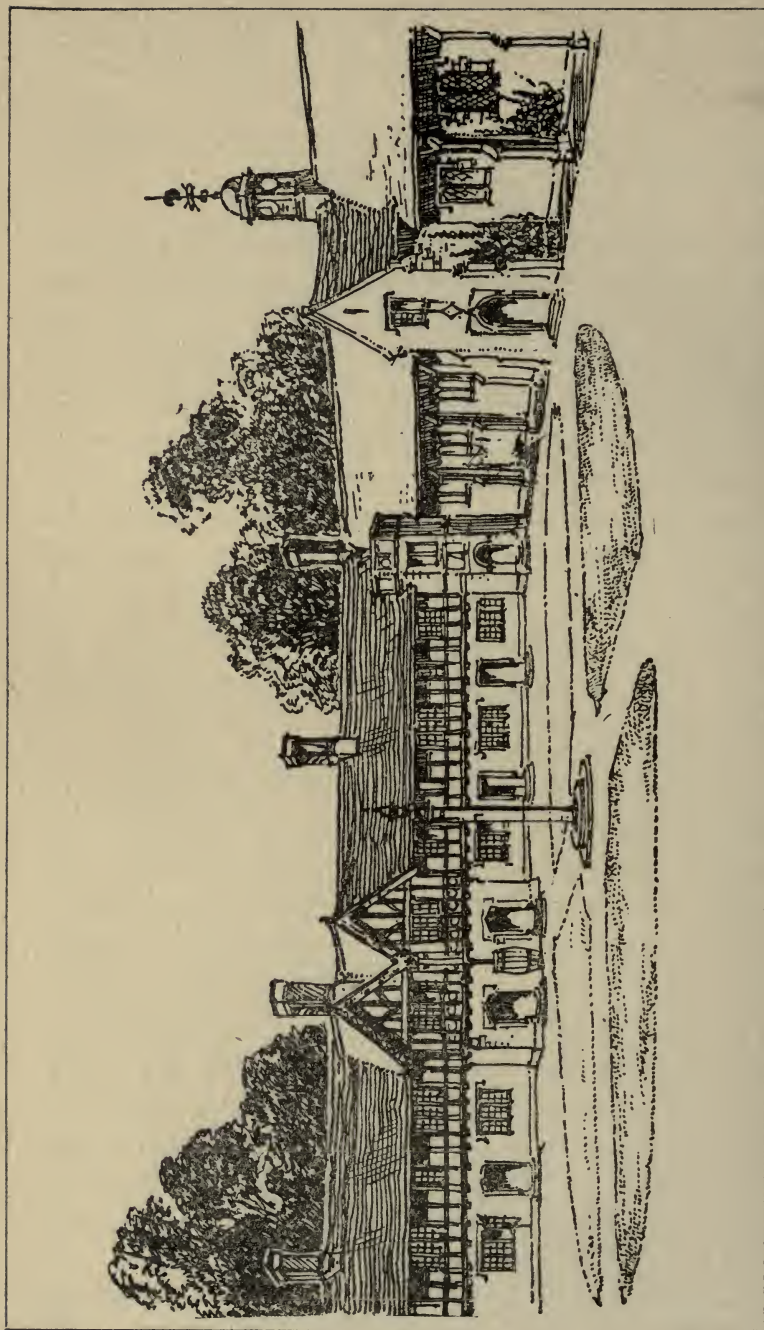


Fig. 6.—Homes for Widows and Orphans.

## FLATS FOR WIDOWS OF OFFICERS

of our village, are so adapted in converting them from turnpike roads to village streets that they centre upon a war memorial or other good piece of commemorative statuary which graces the small formal garden with its bright-hued flowers occupying the middle of the Town Square.

Let us pass straight across the Square and proceed along the main avenue, part of which we have already traversed. We soon reach a place where four roads meet, and, looking down the two side roads in either direction, we see on the right hand prettily designed buildings arranged as flats, with a central administrative block accommodating the chef, the pastry cook and the laundry staff. This is for the widows of officers. On the left, at a little distance from the others, there are similar flats for the widows and orphans of the rank and file. These are marked 11 on the plan, and are shown in Fig. 6. They would be provided with common kitchens with an expert staff, common recreation rooms, and central heating and other such arrangements designed to make life in them as economical and as free from drudgery as may be. Opposite them we have the elementary and high schools, two buildings designed in keeping with the larger blocks on to which they face.



At the next four road ends as we proceed East-



## PART II. — THE BUSINESS

wards we see, on our right and on our left, two blocks of buildings marked 15 on the plan. These are shown in Fig. 7, and are more like the illustration than the other similar blocks between the station and the centre of the village, to which we have already drawn attention, as they have not the shops on the ground floor, which are such an important part of the design of the others.

Just beyond this point the road widens out into an open space or circus with blocks of dwelling houses arranged round it and, opposite the end of the road which we have traversed, is the entrance to the Playing Field, designed on simple and harmonious, but nevertheless dignified, lines, as befits a building closing such an important vista. It contains two lodges for the groundsmen of the Playing Field, partly carried over an archway under which we now pass into the field.

As we go forward, there comes into view on our right the village hospital, with its adjoining nurses' home. It is facing pleasantly across the open field with a South-westerly aspect, thus enabling some sunlight to reach every side of the building in the height of summer and most sides all the year round. Assuming that we have bought our ground at agricultural rates, we are not stinted in the amount we set apart for the hospital, and we have taken advan-



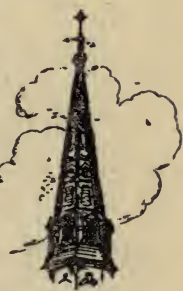


## HOW ARE OUR VILLAGERS HOUSED?

tage of this fact to provide it with a quiet bowling green and two gardens for brilliant bedding-out plants for the enjoyment of convalescents.

Having seen something of the principal public and commercial buildings of the village, we are now anxious to see how the villagers themselves are to be housed. We find that their houses are arranged along tree-lined roads in a manner which provides pleasant diversity without loss of continuity of effect; while on the practical side we discover that, instead of giving each man a large garden which, in some cases, he is certain not to want, however much others may, we have provided only a small one and arranged for allotment gardens and drying greens elsewhere, so that he may choose his house irrespective of the amount of ground he may desire.

As we wander along the residential roads, gradually making our way back to the station, we notice other smaller, but equally important, features which missed our attention in our first rapid survey. For instance, we note that each of the places of worship has near it the manse or vicarage for the officiating minister. We are particularly pleased to see that not only are there the two large blocks of community homes, marked 11 on the plan (Fig. 3), but also other smaller ones, marked 17 and 18, the last being little larger than a good-sized country mansion, for in these houses the crippled inhabitants



## PART II. — THE BUSINESS

would lead an intimate social life under the care of an energetic and pleasant-faced matron. Lastly, as we approach the station, by the road which skirts the recreation ground, with its bowling green and tennis lawns, we notice the working-man's hotel, which is marked 16 on the plan. This is a most important feature to house the relatives of those men who are cared for in one or other of the community homes when they come over to see them. No attempt is made to treat it as a commercial concern, as it is felt that the very best value for the money should be given to tempt all who can to visit their relatives as often as may be. Near here we see, at a point marked 21 on the plan, the electric generating station, which supplies the village not only with light for public and private uses, but also with power for its various industries, so saving the multiplication of generating plants.

So much for our tour of the village. Before leaving the plan we have had before us throughout our imaginary journey, we should point out that it only represents the centre of a very considerable area of ground allotted to the purpose of providing homes and occupation for wounded soldiers. On the outskirts and beyond its boundaries are the small hold-



ings, market gardens, bulb farms and other forms of agriculture and husbandry which we have mentioned and which will attract those for whom a more open-air life is

## TO AVOID STRAINING AFTER EFFECT

desirable. Their collecting and distributing centres, worked on co-operative lines, will be placed along the side of the railway, where private sidings can be arranged for loading and unloading.

We thus see that, in this imaginary plan drawn *in vacuo* and to fit no particular site, we have a kind of synopsis of the main requirements of a soldiers' village.

It has been difficult in the space at our disposal to paint it as we would, or to show all we have in our minds of that simple, direct, harmonious and pleasing restfulness which is the main characteristic of the older centres of rural life in this country, and which it would be our first aim to obtain in our soldiers' villages. The plan we have described is, as we have said, merely a diagram, but I think it points the main principles on which our village should be designed, and how we are to set about the business of constructing it so that it shall be both pleasant to live in and financially successful.

Did space permit we might carry this idea a stage further. We have imagined a village with a dominant industry, round which will inevitably spring up many subsidiary trades and crafts of a kind suited to those most helplessly disabled. May we not go further and suppose a case in which an industry of dominating influence is already established in a populous centre and is perhaps at the present time obtaining a considerable proportion of its raw materials from a



## *PART II. — THE BUSINESS*

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distance where they form the finished products of other trades? Could we not suppose that here is a great opportunity for establishing in the smaller country towns, villages, and hamlets which surround every large town in this country, a series of independent but correlated industries, which would find their markets among the owners of the factories in the big towns. Thus, were military equipment the dominant industry, one village might supply all the brass fittings, buckles, buttons, badges, loops and rings necessary to a uniform. Another might manufacture webbing and braid, while a third might specialise in tin-ware and turn out mess tins and water bottles. By this means we should be able to introduce variety to an even greater extent than in an individual village such as I have just described, and should also be able to arrange for communities of workpeople of almost any size in the existing villages, reserving newly created ones for the larger colonies.

The coming of the heavy commercial motor car would have an enormous influence on such a scheme, and give those villages which were not served by the railway almost as great advantages for our purpose as those which were. It is in conveying goods for short distances that the new road traffic has the advantage over the railway.

Fig No. 9 shows in broad outline such a group of industrial villages surrounding a large manufacturing town. Here we have twelve villages eight of



## TO AVOID STRAINING AFTER EFFECT

which are on the railway and three served by a canal connecting them with the central town, and, as we look at it, we try to visualise twelve villages of distinct types and different sizes, each with its little factory, its smaller workshops and its home handicrafts manned by those who, unable from their special disabilities to earn more than a sweated wage if placed in direct competition with the able-bodied, here find circumstances so moulded to their needs that they may live happy and useful lives amid rural surroundings with the advantages of town life within easy reach.

Before leaving this part of our subject, I would again insist on the absolute necessity of a village which is a village and not a huge "institution."

If it is to be successful, it must appear when finished, as inevitably the natural outcome of the conditions prevailing, as much a product of English rural life as any other. Any air of artificiality, and especially any obtrusive evidence of philanthropy, will completely destroy the possibility of attaining our chief object, the preservation of a spirit of sterling independence and self-helpfulness.

That our ultimate goal is not material but ethical, and that the former is merely a means towards the attainment of the latter, must never be lost sight of. Nor must we be blind to the fact that this ethical result should not be confined to our disabled

## *PART II. — THE BUSINESS*

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soldiers. It should extend to the whole Nation, for, while we benefit and elevate our crippled soldiers to the saving of their self-respect, we cannot maintain our own if, on the other hand, we neglect our most obvious duty to those who have dared all for us and have placed themselves under a livelong bondage of disablement that we might be free.





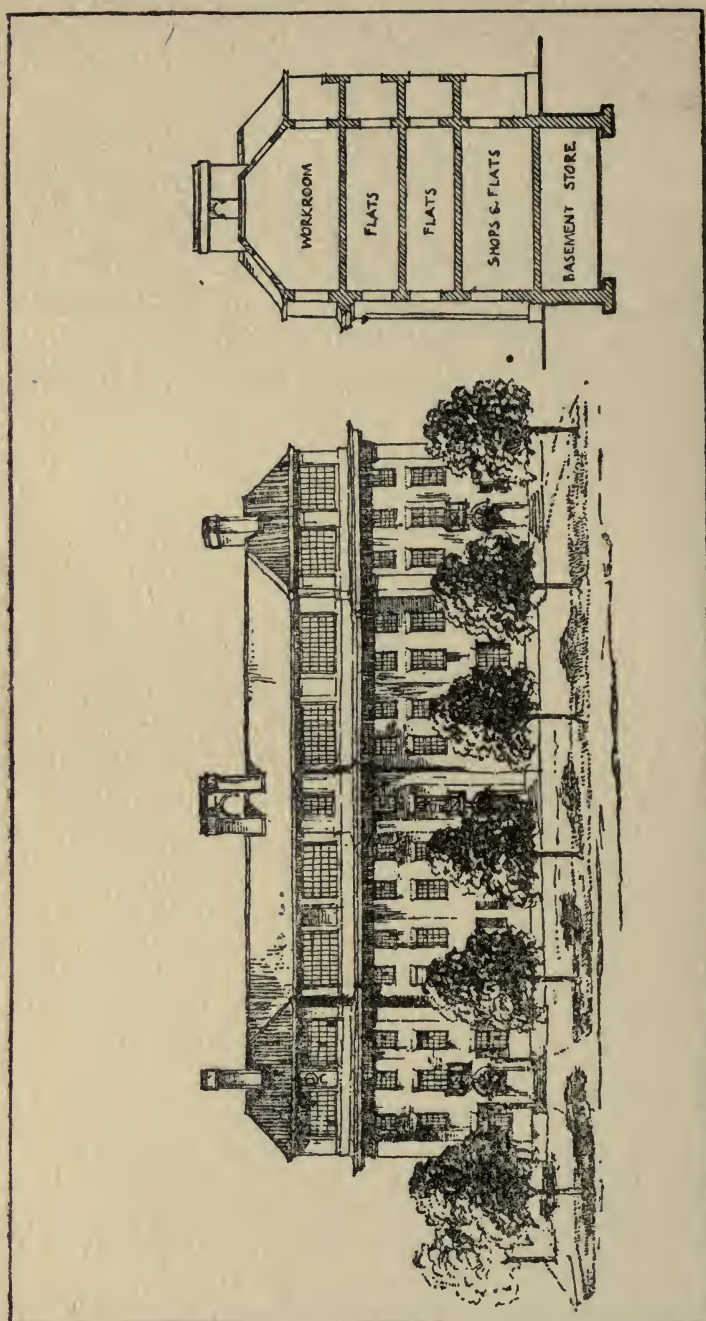


Fig. 7.—Blocks of Flats with Workshops for Small Trades above.

# ON FINANCE DEPENDS SUCCESS

## PART III.

### THE FINANCE.

**W**E have considered our dream, our conception, we have crystallized it from an architectural and organizing standpoint so far as the main outlines go, and now we must briefly consider financial questions, for on their settlement depends the success or the failure of our scheme. Will it stand this test, or will it, like so many others for the betterment of humanity, break down immediately they have to be faced?



And here, again, before going on to consider details, it is necessary to point out that we are dealing with a very problematical set of conditions the exact nature of which it is impossible to forecast, and therefore the attempt to do more than to treat this side of our subject in the round would be futile in the extreme.

We are, however, quite safe in saying that peace will bring great changes and an enormous redistribution of labour, and I think we may conclude that this redistribution of the able-bodied men returning from the war will assist materially in re-establishing them, and even many of their less seriously maimed comrades, in their own old trades. There is little doubt

### *PART III. — THE FINANCE*

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that, after the declaration of peace, when sufficient time has elapsed and gradually more normal conditions begin to prevail, especially in the shipping and inland carrying trades—for a short time, at least—there will be work for everybody. I suppose there is no tradesman in the length and breadth of the land whose stock is not depleted, I suppose there is no household, except perhaps among the very poorest, who live entirely from hand to mouth, where numberless repairs and renewals, small in themselves but great in the aggregate, have not been postponed until “after the war,” and no manufacturer other than those engaged upon war work who is not working from hand to mouth on depleted stocks, both of raw materials and the finished product. The restoration of normal conditions in these respects will take some little time, and will provide industry with a certain amount of impetus, much of which we will hope may be maintained.

All this bears upon our present problems, for it will have its influence on the rates at which the people for whom we are to provide will be thrown upon our hands. Those most completely incapacitated will undoubtedly come first, and only as the boom in employment, caused by the restoration of normal conditions, begins to subside will those who have only been comparatively slightly maimed come to us for help. Besides these two classes coming to us in rotation, there will be a constant dribble of those who will spend some time in holidays and recuperation,



## LACK OF FINANCIAL PRECEDENT

under the hospitality of friends and relations, before setting to work seriously to evolve some means of subsistence, so that the bulk of them may come in probably last of all, though undoubtedly many will dribble in between the other classes.

We thus see that, though doubtless it is better on the philanthropic side that we should have our more difficult problems before us at the commencement, and that those who most urgently and insistently need our help may come for it first, the beginnings of our experiment will provide us with no reliable means of estimating the ultimate productivity of our village.

All this tends to the confirmation of the thought that really, in setting to work to estimate the financial probabilities, not only have we very little precedent upon which to base our calculations, but even the first beginnings of our experiment will be no guide as to its ultimate financial possibilities. To this extent we shall be working in the dark: we must rely almost entirely on that kind of shrewd estimation of probabilities the capacity for which is so necessary a factor in the composition of any leader in either peace or war, and which differentiates the go-ahead and enterprising tradesman or manufacturer from his more conservative competitors.

Trying to look at it in this light, and bringing to bear upon it an experience of village communities and village industries extending over a considerable

### *PART III. — THE FINANCE*

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number of years, I am fully convinced that, while it would be necessary in the first instance to make a start on a subsidized or semi-philanthropic basis, when once established, each of the many Soldiers' Villages which will be required may be made entirely self-supporting.

We thus come to see that we have three distinct financial problems—the financing of the original construction of the village, its organization on a self-supporting basis, and its maintenance when established. The latter is obviously very dependent on the former, for it would be very easy, either through incompetence, narrowness of outlook or lack of sympathy with practical problems, neglect of the commercially strategic factor in its placing, or parsimony in the construction and planning of the village, to make organization of the industries on a paying basis quite impossible.

Immediately we attack either problem, the question naturally arises—For how many incapacitated soldiers are we to provide, and how many dependents will each, on the average, bring with him? In short, for how many villages of, say, anything up to 3,000 inhabitants must we provide? In the middle of a war such as the world has never before seen, full of surprises of every sort and of which no one, not even those in possession of all the State secrets relating to it, can estimate the duration, it would be idle to try to suggest an exact number.

## HOW MANY VILLAGES SHALL WE WANT?

Two things are, however, fairly certain. The number of villages necessary in a given area will be proportionate to the ordinary population of that district, and the number of dependents will be less than in a normal community. With regard to the first of these, we may say that a proper allotment of the villages to the area where the men have lived and from whence they were drawn on enlistment will arouse that local patriotism which is always the strongest factor in the mobilization of philanthropy. As to the second point, we may say that, whereas in any ordinary English family an average of five persons per household is usually adopted for purposes of rough calculation, this will not do in the present instance, as it will be lowered by the existence of a special class of the more seriously disabled, who will live in some sort of community home, or even nursing institution as celibates. To go deeper into these subjects at the present juncture would be beyond the scope of this little book, in which we can attempt only to deal with first broad principles, and, in fact, at the present stage in the war might well give results which would prove to be deceptive.

Now as to funds for the actual construction of the village. When I said that, once constructed free from debt it might be entirely self-supporting, I meant, of course, that it should be turned over to the soldiers and sailors who may inhabit





### PART III. — THE FINANCE

it (or to their Committee) as a gift, free from such encumbrances as reversionary interest on money borrowed. Only by some such advantage over ordinary commercial undertakings could the class of labour we propose to employ successfully compete with them. This being so, we must make a survey of our resources.

\*First of all, we may reasonably ask the Government to recognize their undoubted responsibility in the matter. Indeed, Mr. Walter Long has already received a deputation on the allied subject of the housing of the working classes after the war, at which a sum for this purpose of £20,000,000 was suggested to him. Quite rightly, at the present moment, he refused to accept this estimate as being "even an index of what might be required," but there is no doubt from the tenor of his remarks that the Government would receive a well-thought-out scheme very sympathetically, and would be prepared to do their part.

While the brunt of the financial requirements should quite rightly fall upon the Government, and thus directly upon us for whom those it is desired to benefit have made such sacrifices, there are other sources of a philanthropic or semi-philanthropic

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\*Throughout this article we pass over the obvious facilities provided by the Housing and Town Planning Acts as being so well known as not to warrant the constantly reiterated reference which would otherwise be necessary.

## FUNDS FOR CONSTRUCTIVE WORK

nature from which help might reasonably be expected, such as the great Livery Companies, and undoubtedly, notwithstanding the unprecedented efforts which private charity has already made, no appeal could be stronger or would meet with a more ready response than that we could make to the general public. [The recent gift of £50,000 to the Kitchener Fund by Mr. Harrison, of Liverpool, is one of the indications that definite proposals for villages such as we are discussing would meet with the most generous support.

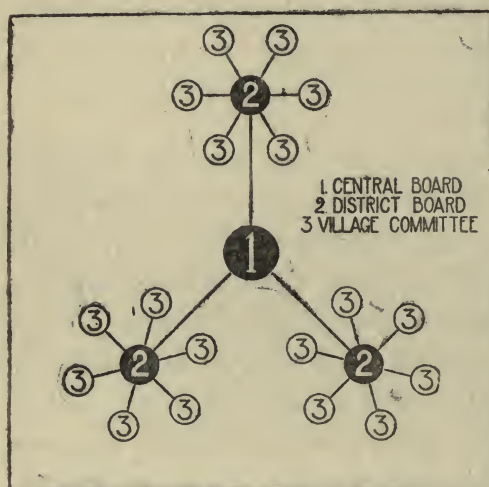
We may also reasonably infer that our villages would greatly benefit by the donation of memorials of various sorts to the memory of those who have fallen in the war. Where large funds were available, a street might be named after a fallen hero or group of heroes, and it and all its buildings be provided free of cost. In other cases a block of flats, a single cottage, or even each flat in a block might perpetuate a memory, while obviously we may quite reasonably expect that our churches, clubs, assembly-rooms and other public buildings would be the gift of the relatives or comrades of those who have fallen.

In addition to these sources from which we might hope to draw our capital, there are others from which we would doubtless receive help in specialized directions. Thus, the Prince of Wales' Fund, which exists for the prevention of civilian distress due to the war, might provide for the establishment of com-

### PART III. — THE FINANCE.

munity homes or blocks of flats for the widows of fallen heroes, while the Kitchener Fund, which provides for their orphans, might build and endow our schools. The large scholastic charities with surplus funds for disposal would doubtless help in the same way, while the various religious organizations of the Country might endeavour to realize some of their

undoubted leanings towards co-operate effort by together subscribing the funds for places of worship.



Whether these and the many other sources of revenue which they suggest should be supplemented by such semi-philanthropic investments yielding a low maximum of interest as those which provided the capital for Letchworth, will be for later consideration, which should, to our mind, be left to the Committee that will have the organization of the industries and finance of the villages when they are fully established, as on them would rest the burden of repayment.

This observation suggests that, before we go on



## METHODS OF WORKING AND CONTROL

to speak of these other aspects of the financial problem, a few words as to this Committee and methods of control in general will not be out of place.

Briefly, we would propose the method shown diagrammatically in Fig. 8. First of all, there would be a Central Committee, whose function would be to co-relate the activities of all other local and subsidiary ones, and, in particular, to undertake collective buying and selling on the largest, and therefore the most economical, scale wherever this is feasible, and to allow of organized appeals for financial aid, if necessary, throughout the Empire. As it is evident that this Central Committee could not deal effectively with those special problems which arise out of environment and local characteristics, I would have also District Committees, who would exercise the same functions on a smaller scale, and who would especially mobilize to our help that powerful local patriotism which, when skilfully arranged, always makes the most effective appeal to charity. Under these Central and District Committees, each village would possess its own Committee, with very large powers of executive and control. These Committees would doubtless act as Public Utility Committees, but the exact sphere of influence of each—that is, the exact amount of freedom and control granted to each—would be matters for fuller discussion at a later date. All that is necessary at present is to indicate principles, but we may add that the mutual helpfulness of central and local Committees working in

### PART III. — THE FINANCE

unison and the practicability of such arrangements in combined constructive and administrative work is well illustrated by the case of the co-operative building societies which work under and with the central society in London, with most happy results.

As an instance of the method of working which we have in mind, we would suggest that application for admission to the benefits provided should be addressed to the Central Board, which would act as clearing-house and allocate them to the various District Committees, which, after examining them and interviewing the applicants, would recommend those chosen to the Village Committees as vacancies arose.

Now as to the organization of the industries whereby our crippled heroes are to be made self-supporting, and thus able to retain that sturdy independence and self-respect without which heroism is impossible.

Our Local Voluntary Committee, with its paid Executive, would no doubt consist of the best business and organizing brains in the locality, under the chairmanship of a business organizer of widely established reputation, and would usually include among its members the medical officer of the village, a representative of the business interests involved, and experts on such subjects as social economy where their services could be obtained. We suppose that, as elsewhere, there would be a statutory Parish Coun-

## THE LOCALIZATION OF INDUSTRIES

cil, and, if so, the greatest efforts would be necessary to promote the closest possible co-operation between the two bodies, whose members should be, as nearly as possible, the same.

The representation of the local element on this Committee is particularly important in view of the localization of industries to which we have already referred, and we feel sure that the best results can only be obtained by taking existing conditions into consideration and following their lead. Some form of democratic representation and control on these Committees by those most concerned is also highly desirable.

This localization of industries is most important, and on our successful exploitation of it will depend the success or failure of our schemes to a very large extent.

Thus, in a country where leather-working is a prominent industry, we might adopt some of its lighter branches, such as the making of gloves, purses, satchels, etc., and thus effect a double gain by utilizing a material with which many of those introduced to the village would be more or less familiar, and at the same time restoring an industry which had, in pre-war days, largely migrated to Austria.

Again, in counties such as Hertford and Essex, the indigenous straw-plaiting and basket-making industries might be extended, while in Buckinghamshire



### *PART III. — THE FINANCE*

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there are many developments possible in the manufacture of furniture, cane-ware and upholstery.



In Surrey, and also in many places in the Eastern Counties, there are numberless situations where "Dutch" bulb farms might be established, thus naturalizing an important industry which provides a most promising opening, coming, as it does, half-way between the small holder and the urban population; so much so, that, although I have mentioned it before in another connection, I make no apology for returning to the subject. It is just one of those trades which, while they are essentially alien, are practised commercially in this Country to an extent which, though small, is large enough to prove the commercial soundness of our proposals.

The re-establishment of industries and small crafts for which certain localities were once famous, but which have decayed or gone abroad, will appeal both to our collective and local sense of patriotism. This is often possible where the decay was caused, not by the article produced being no longer required, but by lack of adaptation to altered circumstances on the part of those who once practised it or to causes which no longer operate.

'As an example of the first of these, we may quote the Westmorland bobbin industry. While the original

## RE-ESTABLISHMENT OF INDUSTRIES

class of trade is gone for ever, there must be among the men we hope to help numbers of skilled turners and machinists who learned their craft making commercial bobbins, and who could usefully be employed on more finished turnery in rarer woods or even bone or ivory.

A good example of the second is provided by the Cumberland pencil industry, which, with the failure of the old supply, largely migrated to Austria. Here the circumstances are indeed remarkable. With the discovery of new deposits of graphite, the mines were reopened but, instead of the local industry reviving, the raw material was exported and returned to this Country as pencils. Here there would seem a clear case for action, particularly as the industry is one exactly suited to our needs.

Instances of the same kind will occur to everyone who, in the past, has taken an interest in the old industries for which our Countryside has been famous, from Coventry watches to Kendal "bump,"\* and there is no need to lengthen the list.

The only question which in each case will remain for settlement, and the most important and pressing of all, is the financial one, and here, again, as the circumstances will vary very greatly in each trade

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\*"Bump" is the local name, from the noise made by the beam of the hand-loom. In other parts of the Country it is more generally known as "Kendal Green."

### *PART III. — THE FINANCE*

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and locality, it will need careful individual treatment at a later stage.

It is, however, possible to indicate certain prominent sources of supply for funds for the establishment of industries—a side of the financial question which should be carefully differentiated from the two others, the cost of the establishment of the villages and the economy of their maintenance.

Funds for this purpose may be obtained, we may suppose, by loans from the Government at fixed rates of interest, probably through the Local Government Board, in the same way as agricultural improvement loans are obtainable through the Board of Agriculture and Fisheries; from charitable bequests and donations of various kinds; by the flotation of ordinary limited liability companies; with shares put on to the open market in the ordinary way; by their flotation on special terms and under special restrictions as to the allocation of profits in such a way as to appeal mainly or solely to the philanthropic, as was done at Letchworth; or by the application of the co-partnership principle. All these will doubtless be used in varying degree and in combination with others in every possible way, but we are sure one factor should never be absent—the co-operative one. We may not all be agreed as to the wholesale application of this principle in ordinary commercial life, but here, where the conditions are so exceptional and the stability of our labour assured to so much greater degree than else-



## FUNDS FOR THEIR ESTABLISHMENT

where, its use—nay, its indispensability—is most clearly indicated.\*

But when and how should these various sources of capital be utilized? The first—the Government loan—should, to our mind, only be resorted to when the prospects are such as to fail to attract private capital through the ordinary channels. Obviously, the second—the purely philanthropic—only to meet most exceptional circumstances, when action along lines somewhat parallel to those employed by such societies as the Blind Institution is indicated. The third—the purely commercial company promotion—is at the other extreme, and would not probably be as generally adopted as the second (that is, the limited liability company controlled in the interests of the workers and financed by those content with a low fixed rate of cumulative interest); at least, until the first experiments proved financially successful and ordinary capital would come to see the possibilities of the case, and that the grants in aid of the construction of the village which we have suggested would subsidize the industry sufficiently to place it on an equal footing with others manned by the able-bodied.

Besides these sources for the supply of capital for the establishment of industries in our villages, we should, of course, benefit by the employment of small sums invested by tradesmen and trades-craftsmen, just exactly as they are in every other town and village.

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\* See Appendix II., p. 106.

### *PART III. — THE FINANCE*

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The special advantages of partially or wholly remitted rent, electric power at cost, or a small subsidy in the way of ready-fitted premises, and so on, would, of course, be reserved for the special classes of men we are providing for; and, personally, I am inclined to think that, wherever really safe investments for small capital in this way can be provided, it should be encouraged above all other classes of industry, quite apart from the obvious financial advantages, for by no other means can the spirit of sterling independence and self-helpfulness, combined with happy family life, be so easily fostered and attained.

Finally, the village having been built, the working capital of the industries to be pursued having been found and the whole enterprise floated, are there any special circumstances on the financial side which will differentiate our Soldiers' Village from any other place of the same size?

Obviously, there are two main ones. On the one hand, the physical efficiency of the workers will be below the average; but, on the other, as we have several times hinted, the whole undertaking will be to some extent subsidized by the fact of its original creation having been a gift to the community. This should be sufficient to restore the balance when the industrial products are marketed in competition with those made under ordinary conditions. We may also add that, while anything which should tend to

## VERY PRACTICAL PHILANTHROPY

the pauperization or exploitation of the villagers would be most rigidly tabooed, there could be no possible harm in the very natural tendency for those in the neighbourhood to make pleasure excursions to it as a place of exceptional interest from its associations as well as, we will hope, from its architectural beauty. They would bring with them a trade in all those small articles which are the usual result of home industries—turned and inlaid wood, ivory, small metal articles, useful or ornamental in character, jewellery, miniature paintings, hand-woven fabrics and hand-made lace, and so on. A catering business would naturally follow, and obviously, if, as we may expect, a good class of visitor is attracted, and his coming makes for the good of our scheme, this should be nursed most carefully, and everything done to meet all tastes and all pockets in a thoroughly attractive manner.

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And now, as my space is exhausted and I look back at that which I have written, I am conscious of three things. First of all, my faith in the goodness and the practicability of my task has grown and increased until the zeal for the prosperity and comfort of those to whom we owe so much, and the sense of gratitude which inspired this book, have been increased a thousandfold; secondly, I tremble from



### PART III. — THE FINANCE

my very earnestness, lest my powers of description and appeal should be inadequate to express all that I so deeply feel, or that I should have failed to make the details as clear or as practicable to others as they are to myself; and, thirdly, I realize that my task has only been begun, and that the space at my disposal has hardly enabled me even to skim the surface of my subject.

I can only plead that my readers will themselves carry forward to their logical conclusions the ideas expressed, and fill out from their own standpoint and in their own way the details of my slight and rapid sketch.

If, as a result, I have helped in howsoever little a degree to lighten the heavy load of affliction which has been laid on so many of our fellow-men, this is all I would ask.

I am sure, to those who look at it from the standpoint of either gratitude or the purest philanthropy, I have proved my case. To those few who will pause to say, "Will it pay?" I would make answer that it will be far cheaper in the end to house these men as I have suggested than to allow them to mingle with the able-bodied population throughout the Country and, in trying to compete with them, to become more or less a burden upon the various public funds for the alleviation of distress and infirmity.

The maimed soldier of the Napoleonic wars

## WILL OUR VILLAGES PAY?

stumping the Country from village to village, and earning a precarious livelihood by dancing on his wooden leg, is a sight too humiliating alike to our self-respect and our sense of the fitness of things for repetition in any form to-day.



No, "Godliness hath the promise of the life that now is" to-day as always, and in this respect, as in every other, if we are to overcome the financial strain which this terrible war has made upon us in the shortest possible time, we must make the most of every available resource, of which the man-power of the Country is the greatest, even where that man-power has, in the individual, been sadly reduced by the horrors and vicissitudes of war.

Thus we may hope to make a small, but by no means negligible, contribution to the solving of those financial problems which will form a great part of the aftermath of this terrible war.

But, great as is the importance of this point of view, it would be a calamity if our whole field of vision were occupied by it. Far rather would I dwell, as I have dwelt throughout these pages, on the "debt of honour" if possible even more binding on honourable men and women than one which can be legally exacted, and which we owe to those who have fought our battles.

### *PART III. — THE FINANCE*

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The existence of this debt is almost universally recognized throughout the Country, and there is a widespread determination to meet it wherever and whenever possible. Schemes without number of all sorts, nearly all most excellent, are on foot for housing our creditor and for training him in trades suited to his infirmities, and if, as a first instalment of my contribution to the liquidation of the debt, I have succeeded in creating a venue and environment which will form a means of correlating these schemes and facilitating their realization on the most business-like and efficient footing, the whole purpose I had in commencing the compilation of these pages will have been achieved.



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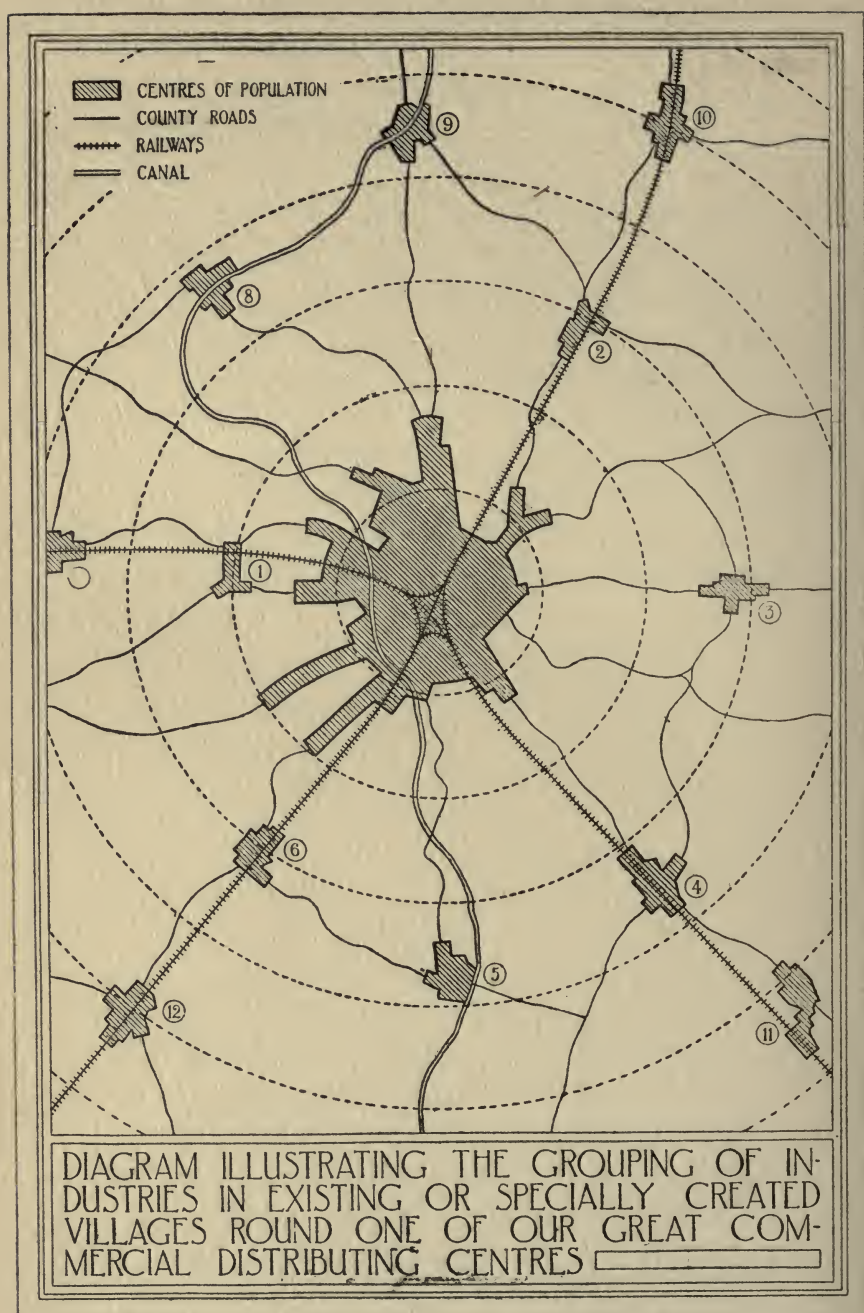


Fig. 9.

# THE NEED FOR CO-OPERATION

## PART IV.

### THE RETROSPECT.

The Author had proceeded so far with his task. He had dreamed his "dream," he had tried to show how, out of the multitude of his dreaming should come the "Business," and, finally, had considered in broad outline the financial outlines of his scheme.

At this point it was borne upon him strongly, as he looked back through his work, that if his dreaming were to come true and his efforts were to have a practical result, and if this result were to be on a scale at all commensurate with the terrible need, there was a task before him far too great for one man's strength or for one human mind to compass.

He decided, therefore, before proceeding further in his efforts to make public his appeal on behalf of those who have suffered so much for us, to endeavour to enlist all of helpful criticism and sympathetic interest that even such a cause could arouse.

With this end in view, a private edition of the book, so far as it had then proceeded, was prepared, and a limited number of copies were distributed to those who, from their position as captains of industry or commerce or from their knowledge of the housing



#### *PART IV.—THE RETROSPECT*

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problem gained as great landlords or labour leaders, or because they have rendered service in the great war which has brought them intimately into touch with the men we want to help, are best fitted to give advice.

While it was recognised from the first that, to produce a workable scheme would require many minds of differing experience and capabilities, the Author is more than pleased with the result of this experiment. It has been two-fold. In the first place the scheme so briefly outlined has earned for itself an amount of enthusiastic support which, notwithstanding the author's belief in it and enthusiasm for it, has nevertheless been a revelation to him and a great encouragement to persevere. On the other hand, and as was to be expected, three or four points of criticism have arisen over and over again, and have been dealt with by one correspondent after another almost in the same words, always, the Author rejoices to add, in a spirit of sympathetic interest and with an evident desire to help towards a successful issue.

A third result, which a moment's consideration will show must inevitably come of all this kindly intercourse upon such a subject, is a further filling in of the details of the Author's dream-picture with intensely practical details without which, even at the present stage, it would be very incomplete.

First of all, then, as to criticisms. The one which has occurred with the greatest frequency, and which

## HOW WE MUST PEOPLE OUR VILLAGES

may almost be said to permeate the whole correspondence is founded on the erroneous assumption that, in the villages we propose to create, and in the allotment of the men to them, there is to be some element of compulsion, some continuance of the discipline under which the men have served so willingly in the Army or Navy, because they have realised its absolute necessity, but which, it is quite rightly pointed out, they would not tolerate in their ordinary civil life.

Nothing could be further from our intention. In the first place, it must be left to the men desiring to enter the villages or settlements which we hope to create for them and to share in the benefits of a great business organisation, to make application for admission so that they would come in quite voluntarily. In the second, when they had arranged for their employment in some branch of the main industry of the place, or had satisfied the Committee of their ability successfully to establish some business or shop, or to take up a small holding or market garden, they would choose and rent their cottages in exactly the same way and on exactly the same terms as they would have done in any other village in pre-war days.

Again, if they were employed on the minor crafts or home industries and were supplied with a small amount of power for a lathe, a sewing, knitting, or some other such machine, they would pay for it by meter as one of the expenses of their industry, and

#### PART IV.—THE RETROSPECT

would be free to take it or to leave it just as they liked. The only difference possible might be that the power should be supplied to them on specially advantageous terms, but, even then, not in such a way as to involve any special obligation.

The only elements of compulsion about the whole thing would be those which obtain everywhere. Every landlord must demand his rent, and that reasonable care shall be taken of his property, and every employer of labour certain definite services as a *quid pro quo* for wages paid. He does and must bring compulsion to bear upon his employees to arrive at the place of business at the hour of opening and to remain at their work, their services at his disposal, until the hour of closing, and to perform such tasks as fall within their mutual contract to the best of their ability and with reasonable speed, and just to such extent and to no other would the element of compulsion enter into the relationships between the Committee administering the benefits of the village or the employers of labour, whether co-operative or individual, and those of the partially disabled sharing the facilities provided for them.

I was going to say that, at least in the cases of the so-called "home industries," the small holdings and the market gardens, there would necessarily be one other element of compulsion. It would be necessary to the success of the scheme that those we hope to



## THE SELECTION OF APPLICANTS

help should support in every way in their power the facilities which will be provided for obtaining raw materials on wholesale terms and for marketing them in large quantities by means of a co-operative buying and selling organisation, but if one considers the matter a moment one will realise that the advantages to be obtained by so doing will be so great that no element of compulsion could possibly be necessary. If a workman finds that he can buy his raw materials more cheaply and obtain a better quality by going to this organisation for them, and if he finds it can sell the products of his labour for a better price than he can obtain for himself, there is no fear of his going elsewhere. Unless the co-operative buying and selling agency can do this, it is a failure, in which case it would be absurd to expect adherence to it.

There is another criticism which has appeared with almost as great persistency as the last, and which is again the outcome of a misconception of the nature of our proposals. It has been assumed that we contemplate providing in our villages or settlements for all those who return from the various theatres of war in any way incapacitated for taking up the threads of ordinary civil life where they dropped them. Such action would not only be entirely unnecessary, but would have very undesirable results. In all our calculations we have assumed that at least two-thirds of the men returning to civil life partially disabled would either be found tasks suited to their disablement by

#### *PART IV.—THE RETROSPECT*

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their old employers or by relations and friends with businesses of their own, or would themselves slip into some congenial occupation without our aid. The remaining third of the total number are all that we contemplate would need our help.

No, we shall have a large enough task and one difficult enough if we only deal with those whose need is most urgent. Before an applicant for admission to the benefits of our organisation were admitted to our homes and workshops, an inquiry into his circumstances would be necessary, and if he appeared to be already usefully and suitably provided for, the preference would be given to some other applicant who was not, and who appeared likely to sink into a state of helpless and hopeless dependence on others for all those things, ethical as well as material, which go to make up a man's life, and who would thus, if unhelped, lose his manhood and take to himself the undesirable attributes of the confirmed slacker. It is to prevent this and not to supplant self-helpfulness and the duties which previous employers, friends, relations and neighbours owe to one another that our schemes have been formulated, and that we are struggling to place them on a practical working basis. Thus it is clear that they must, to be successful, rest not upon vicarious philanthropy, but upon a sound business organisation which shall result in the economic production of genuine commercial value, marketable in competition with the world, at a price which shall leave a fair profit.

## WHOM WOULD WE MEET THERE?

On the first page of this book I said that the dream which I was about to describe would, so far at least as its smaller details were concerned, be seen differently by each dreamer, for the vision would be "moulded and shaped by influences psychological, temperamental, and environmental," and thus would not be the same. What I have said already of the criticisms which my proposals have elicited show this to be true, but it is proved with still greater clearness by one or two readers who, may I say, rushing in, on very partial information, where angels would fear to tread, have to their own satisfaction demolished the whole of my proposals in two or three terse and forceful sentences. Apparently imagining themselves in one of our new villages, they have pictured themselves meeting at every step some draggled, haggard, and miserable object, painfully conscious and even ashamed of a disablement which cannot be hid!

Could anything be a greater travesty of anything which could possibly result from our proposals? In the first place the man with the little gold stripe on his cuff is even now, when so much concerning the war is shrouded in mystery, looked upon with envy and admiration by we poor stay-at-homes who, though we have the will, have not the power to serve, to strive and to suffer as he has done. What will it be hereafter when the whole history of his struggles, his heroism, and his self-denial comes to be written? It was the torn, tattered, and stained mantling which fell



#### *PART IV.—THE RETROSPECT*

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from the helmet of the knight newly returned from the Crusades which excited envy and admiration, and which is perpetuated in heraldic devices, and not the new and unstained one which draped the head-dress of the young and untried novitiate. Anyone who supposes that the men we hope to help will, in this sense, “feel their disabilities” is grievously mistaken and has little knowledge of the spirit which actuated them in going forth to the defence of their country.

But this is not the only way in which their imagination errs. Our villages would not be barrack-like institutions consisting solely of cripples. We have already said that our desire is that the men we provide for should, so far as is possible, be housed in self-contained cottages and surrounded by those who were formerly dependent on them, their old parents, their wives, and their children, and thus we shall have a real village in which family ties are accentuated by the exalted position occupied in the hearts and minds and lives of each little social circle by their hero who, by his services to his King and Country, has incidentally earned for them all their present happy surroundings.

Quite apart, therefore, from the fact that our villages must necessarily contain a proportion of the able-bodied to perform those tasks, for instance on the railway, which demand the highest physical development, it would be far even from appearing to be a village of cripples, especially as we have every

## A COMRADESHIP IN WAR AND IN PEACE

reason to believe we shall be able to clothe it with a general air of well-being and industrious contentment.

Again, even though we contemplated a village composed entirely of cripples, critics of this class would still be labouring under a fundamental misapprehension. They talk of "herding together" the disabled as though there were something essentially wrong in a number of men who have passed through the same great crisis, braved the same perils, and suffered similarly to a greater or less extent, enjoying one another's society throughout their after-life and becoming faster friends when times of peace return than they were when good comrades on the field of battle. Of such critics I would ask—"Where is the disabled man most happy, when does he the least feel his disablement?" Surely when he is in hospital surrounded by his fellows who are all recovering health and strength as he is from similar disablement, rather than after his discharge when he is sent home to his native village where, at least for the time being, he loses sight of them all, and the great crisis of his life becomes nothing but a vivid memory. Again I would ask—"When will our crippled hero be most painfully reminded of his disablement, when he is working happily and wholeheartedly under conditions which enable him to do so with success, or when he is surrounded by and competing with the able-bodied and struggling all the time in competition with them, with the feeling, partly imaginary no 'doubt, always in his

## PART IV.—THE RETROSPECT

mind of all the odds against him and in favour of his competitors, which no effort on his part can remove, but which must persist while life remains despite any effort he may make?" Could we be surprised if, under such circumstances, he should become disheartened and gradually sink into a state of hopeless apathy, giving his mind over solely and only to the trivialities of mean surroundings?

Other critics we have who are critical not so much because they have misread our intentions as because they have not given them sufficient attention. I have been told repeatedly that the villages would never succeed because the men would not be happy taken away from all their previous surroundings and located in some arbitrarily chosen spot. Nor would they had we so intended it, but, as the reader will remember, I have already said that, if we are to deal adequately with the task before us, we shall need many villages, and these must be distributed throughout the length and breadth of the land in order that those who are to inhabit them may find one within easy reach of old friends and old haunts.

The daily casualty lists remind us of this, and indeed it is said that already we have half a million discharged soldiers, probably a third of whom are no longer able to follow their previous occupations. Here, then, without thinking of the future, are enough men for one hundred such settlements as we propose.



## OUR ORGANISATION AND OTHERS

Another criticism, and one with which I have much more sympathy, suggests that, in order to give practical effect to our dream, "we shall require still another and a bigger organisation." Here is a point deserving most careful consideration, for more is implied in the statement than appears on the surface. It suggests a very reasonable revolt against the multiplicity of detached and even conflicting efforts with which every good and worthy Cause helps to defeat its own ends. We agree that we have all that could be desired already of societies for helping the discharged, and especially the disabled, soldier, but these all work along highly specialised lines and largely without co-ordination. What is required, therefore, is some means of collating the results obtained by others and thus adding many times to their efficiency, filling in missing links in the scheme as a whole and giving directness of aim and completeness of achievement.

This is possible and can be done without causing any of the existing organisations to lose their identity or to narrow the sphere of their activities. The problem with which we are confronted is intensely complex, and there will not only be work for minds and capacities of many kinds before we can completely solve it, but for societies and institutions of every description. Indeed, we hope that it may be possible for the work of training to be taken entirely off our hands by existing organisations. For instance, we hope that those who have made

## PART IV.—THE RETROSPECT

for their aim the re-education of the disabled in some trade suited to their disability will send to our villages men ready to take up the tasks provided for them, while those who look after the welfare of the widow and orphan will work hand in hand with us along the lines we have suggested, and so on in each case, we and they each doing our utmost towards the common end, our part being the permanent settlement of those already trained.

Yet another criticism arises more or less directly from that we have just considered. It is said: "This is a matter for the Government, therefore you and your Committee can do nothing." True, this is a matter for the Government, but does it logically follow that we can do nothing? Is it not rather a matter in which, as in the Red Cross Organisation and so many other agencies for good either brought forth or expanded by the necessities of war, the Government would be pleased, and indeed only too thankful, to work hand in hand with private enterprise and private philanthropy? It is not in the slightest likely that the Government would refuse well-directed and intelligent help.

Is there not here, as we have so often insisted, work for many minds and many agencies, work for the Government, work for those already existing societies which we have just mentioned, and work for us as well? Yes, surely, and it is only by such combined effort that we can reach the goal at which we aim.

## OUR RELATIONSHIPS WITH OTHERS

Another criticism to which it is necessary briefly to refer rests on the supposition that, directly we establish workshops for the employment of the disabled, we shall meet with strong opposition from the Trades Unions on the one hand and the established employers on the other.

It is true that, were we to attempt to place our men, trained for a few months or even only weeks in an institution, side by side in ordinary workshops with those who have spent many years in serving an apprenticeship to the same craft, the Trades Unions might feel that they had a legitimate grievance, but this is not our intention. We propose to place our men in special workshops built for them which will accentuate their claims on their fellows and so bring, I believe, general support and recognition from other craftsmen. I have already been told unofficially that this course will meet with the hearty approval of the great Trades Unions, and it is certainly to be desired that they shall be directly represented in the local, as well as the central, organisation controlling each village.

From the employers of labour we might have two classes of grievance. The first would arise if the money paid to our workpeople by the Government as pensions were used to subsidise their labour and so to enable them to undercut their fellow-workmen and thus to undersell the regular manufacturer. This kind of thing would inevitably and unavoidably happen if



## PART IV.—THE RETROSPECT

our returned soldiers entered existing workshops where the ordinary rules of supply and demand alone prevail, but in our specially-built villages or in communities specially established in existing ones there is no reason why it should. The goods produced must find their market simply because they are of equal or superior excellence to those made elsewhere, a form of competition which is perfectly fair and to which exception could not be taken by anyone. On the other hand, there are employers and capitalists importing similar goods from abroad, and these might, if our efforts are successful, suffer a reduction in their trade owing to more being manufactured at home. Any grievance they felt on this head would, under the special circumstance, we conceive, elicit very little sympathy from impartial onlookers, who would see that by reducing imports and making more at home we were helping a little towards paying for the war and enriching our impoverished country.

One more objection I must deal with and then I have done. A number of my friends have asked, "But have you considered the cost of building all these villages up and down the land?" My reply is, "Yes, I have." I have done so very broadly in the preceding part of this book, and I would further reply to my critics' question by asking another, "Can we afford *not* to build these villages?" This is really the way to look at it. Quite apart from the odium we should bring upon ourselves in the eyes of others and the

## THE PERMANENCY OF OUR VILLAGES

inevitable loss of self-respect which would certainly take place, there is another practical consideration. After the war we shall be a poor country, or anyway infinitely poorer than we were before it, and we shall have to take stock of all our resources and make the very most of them. Can we then afford to let all the energy remaining to the partially disabled run to waste or be used inefficiently when we could, by the outlay of a sum which would be a mere flea-bite compared with that spent on the war in even one month, make full and efficient use of it, and not only so but increase it? Looked at in this way, may we not look upon the money required for our schemes as a national investment which, while it might not pay a private speculator, will from its collateral advantages be quite worth while as a national investment?

Another expression of the same objection takes the form of the question, "What is to become of these villages when those for whom they have been built pass away?" Well, in the first place, we hope that the industries established there will prove to be a permanent factor in the life of the nation, so that their continuance will not depend upon our being in a position to keep up a supply of cripples, which God forbid. Then, again, once more I would say, we intend to make *real* villages growing from their own root, in which the children of our protégés would grow up and take their place in factory, office, shop, or husbandry. Also there is a great movement for the decentralisation

## PART IV.—THE RETROSPECT

of the population of the more congested parts of large towns, and we hope that our new villages may prove to be an important factor in helping it to grow successfully and thus attain the more surely to permanence.

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So much for criticism. Let us turn now with grateful recognition to the far more numerous body of correspondents who have bidden us God-speed with our undertaking in the very heartiest terms.

First and foremost, in the very forefront of my book I have placed, by special permission, the appreciative comments of our great Commander-in-Chief, who has found time, among responsibilities infinitely greater even than those which this war has laid upon most of us, to read my book and express hearty approval of the aim before us. Nor does Sir Douglas Haig stand alone in the High Command in his expressions of sympathy with the purpose of the book. Lord Kitchener's successor, General Sir William Robertson, has been good enough to write as follows : "I can assure you that any practical solution for meeting the necessity and deserts of the men who have fought in the war has my utmost sympathy and best wishes for success."

Of the others, ranging from their Majesties the King and Queen, who have graciously accepted copies, Heads of the Church and Heads of the State, through every grade of Art, Science, and Letters,



## HELP AND ENCOURAGEMENT

down to personal and life-long friends, to whom I have shown it, it is only possible to select a few quotations from letters as typical of the rest, the writers of which will be well known to every reader.

Let us take, first of all, a most encouraging one sent by a former Secretary for War, the Marquis of Lansdowne, who says, "We ought all of us to be grateful to those who make, as you have made, a determined effort to grapple with the difficulties of the problem which will have to be solved in dealing with our partially disabled soldiers. . . . I do not think we should get on at all unless there were dreamers amongst us, and your 'dream' seems to me a very bright and attractive one."

Another, from the Lord Bishop of Birmingham, is particularly interesting on account of the work he is doing, and also because it is quite typical of many others I have received from those engaged upon religious or philanthropic work which has brought them into close contact with the men we hope to help. He says, "Your book is ideally delightful. I want to be one of your disabled ones in your earthly paradise. I do not know what I can do to make practical the outline, but all my heart goes out to you. I have for the last two years and nine months been every day (almost) with our disabled soldiers in hospital—so I know."

Could anything be more inspiring, unless it is the words of our poet of faith and hope, John Oxen-

#### PART IV.—THE RETROSPECT

ham, who writes, "I agree absolutely. If your fine scheme can be carried out it may save Britain from some of the evil times which I very much fear await her when the settlement comes—which may be more of an unsettlement than anything we have yet seen in this country. . . . It is such a wonderful opportunity for remedying the world. But where are the re-makers? Every good wish to your great work. Carry it through somehow and you will deserve well of the world." The passage which he has marked in the "Foreword" to his newest book of poems before sending it to me breathes the same spirit, "And now, having paid in tears and blood and bitterness of woe,—now, with the spirit of God in us, with enlightened souls and widened hearts, we may look forward to the Vision Splendid of a new-made World." "Not only *may*, we *must*." This is the spirit in which we must work: this is the spirit in which we must go forward to our task of securing justice and an adequate expression of gratitude to those to whom we owe all that is dear to us in this world,—"*Not only may, we must.*"

After such encouragement what more could be possible to spur one on with one's self-appointed task? Dozens and dozens of the letters brought to me breathe the same spirit of practical helpfulness and stimulus and the task of selection is made most difficult. I can only pick out one or two which appear to deal with particular phases of the problem. For instance, the Earl Beauchamp writes with special

## MORE HELP AND ENCOURAGEMENT

reference to our national shortness of memory when dealing with those who have served us, saying: "It is, however, evident that the problem is one which ought to be taken in hand in a generous spirit. That, certainly, is the wish of everybody in England to-day, but it is only right we should guard these men against the possibility of re-action when the full burdens of taxation are realised, and the memory of the dangers from which our armies have saved us grows dim."

The point of view of the soldier is well put by a soldier-peer, Lord Grenfell: "I think that every soldier will appreciate the trouble you have taken to produce a volume demonstrating your proposals for our crippled soldiers. . . . At the end of the war we shall have a vast population dependent on some form of housing, and your scheme seems to provide the means to cope with this need."

Those people we have so far quoted are all so fully engaged already in matters pertaining to the war as to prevent their taking a practical part in the work which we hope to initiate, but many other correspondents have whole-heartedly offered their services, nearly all more or less in the terms used by the Rev. William B. Selbie, D.D., M.A., Principal of Mansfield, Oxford, who says, "Your book is extremely interesting, and I cannot but feel that the scheme is one which ought to be carried out and promises exceedingly well. It is quite time we began seriously to



## PART IV.—THE RETROSPECT

think of the future of these men to whom we owe so much, and I shall be glad to give any support I can to such a work as you are beginning.”

I had intended giving many more such extracts from letters of interest and support which I have received because I felt that they would influence my readers as they have me, and so fill us all with enthusiasm and courage for the great task before us. Time and space both, however, forbid, and indeed I have said enough to show that we have abundant encouragement, and the promise of practical help of the best and fullest kind from everybody concerned, in every walk of life.

Instead, we must shortly consider—What has all this mass of correspondence, of praise unstinted and of kindly criticism, done for us and our cause?

Well, in the first place, as I have already said, it has shown us that we do not stand alone. Nay more, it has shown us that, in this great work, we have the good-will of everybody, and that, if we fail, it will not be from lack of sympathetic interest on the part of others or through mistaken opposition.

Then, again, it has greatly clarified and expanded our ideas and shown us something of the enormous extent as well as of the urgent national importance of the task before us. This has led inevitably to the conclusion that, in this work, we must seek rather to

## THE GOVERNMENT AND OUR SCHEMES

inspire and strengthen the hands of the Government than to bear the burden entirely upon own shoulders. As has been already recognised, this is a task for the Government; but if a National Association should make itself responsible for the execution of the project, there is no reason why it should not be made officially representative of the Nation. In any case we may help by correlating and making more efficient the work of the various societies interested in the discharged soldier.

The Government has already moved in the matter in so far that, in addition to providing pensions and artificial limbs, it is encouraging the men to enter some approved educational centre for the purpose of fitting them for occupations suited to their disablement, and would undoubtedly bear the whole expense of training, especially if assured that the selected industry was one which promised success and stability of employment. It is said, also, that the Local Government Board contemplates an even greater housing scheme than that outlined on p. 58, and that the re-housing of the partially disabled would be given a prior claim in the allotment of funds.

We must assume, of course, that the Government would demand the fullest possible proof of the practicability of any scheme submitted to it, and that, if grants were made, this could only be to responsible organisations. It has been suggested that, where

#### *PART IV.—THE RETROSPECT*

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necessary conditions were fulfilled, it should lend 80 per cent. of the money required for housing at a low rate of interest, and that the Reconstruction Committees would give generous grants in aid for special machinery and appliances for the industries founded for the employment of the partially disabled. How far these hopes will be realised, and what further Government co-operation could be obtained, would necessarily in great measure depend on the strength and national character of the organisation to receive State aid.

The distribution of the advance copies of this book and the correspondence arising out of it have had another effect. It has inevitably brought the writer into direct touch with a large number of people interested in the after-care and employment of discharged soldiers, and especially with responsible members of the Official Staffs of the War Pensions Committee, the Local Government Board, the Board of Agriculture, the Development Commissioners and the Reconstruction Committee. This has all been most helpful and has confirmed the writer in his belief in the essential practicability of the scheme, which indeed has been fully realised on all hands, and there seems no reason to doubt that the Government will follow up the preliminary work of training which they have already undertaken by granting the necessary financial help for the next stage—that of permanent settlement. The latter may still be problematical, but it may be said



## OUR INTERIM COMMITTEE

that, so far as our investigations have gone, the outlook is most hopeful. The Government seems most anxious that the nation should meet its responsibilities in this direction in a thoroughly generous spirit.

Finally, let us not forget that the great task *does* lie before us. It is not sufficient that we should dream our dream, or that we should show in broad outline that it is practical, but, having got so far, we must go forward with all our strength and with the utmost haste compatible with a solid foundation, and bring our proposals on to a practical working basis.

This is the next step, and I propose to reach it by two means. First of all, from the ranks of the helpers who have come forward so willingly and in such abundance, there has been formed a small committee. It is called "The Industrial Villages Interim Committee," and will be composed of men well known to every reader of this book as occupying the very front rank in the great army we have in this country of capable business men.

I hope that every reader of this book will add his or her little quota to the help and encouragement which this Committee will need by sending appreciations, suggestions, and criticisms to its offices at 32, Orchard Street, Oxford Street, London, W.1. I have been asked by the Secretary, Mr. William Hill, to suggest this.

*PART IV.—THE RETROSPECT.*

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While I have been asked to serve on this Committee, I have, as has already been hinted, a second task to perform. This is to show exactly where and how a beginning on a practical basis should be made, and, for this purpose, I propose to publish as soon as possible a sequel to this book describing three or four actual schemes which might be carried out on sites chosen, in different parts of the country, not necessarily for final selection, but because they are representative and typical.

Thus, in a sense, I close this volume with my task uncompleted. I would bridge the interval, short, I am confident, which must intervene between the publication of this book and the other, with a further unforgettable quotation which my friend, John Oxenham, marked specially for me in his book of poems :—

“ Britain, too often, once the struggle ended,  
    You have forgotten where your duty lay,  
Your sons, who with their lives your life defended,  
    You have left stranded on life’s dreary way.

“ If one brave broken soul you leave unfriended,  
    The world will know your own soul’s life is dead,  
Then shall your hope of dominance be ended,  
    Worthless the body whence the soul is fled.”

## APPENDICES.





## APPENDIX I.

### SYNOPSIS OF SCHEME FOR THE FORMATION OF INDUSTRIAL VILLAGES OR COLONIES FOR PARTIALLY DISABLED SOLDIERS.

Farm work for soldiers will *not* meet the full need, because—

- (1) Each farm can only absorb a limited amount of this class of labour—say, at the most, one man for every 20 acres, or at the very most, with the most productive form of intensive cultivation, three men per acre.
- (2) Such labour will only be possible or agreeable to a percentage of those to be provided for.

Industrial and other work will therefore be necessary in addition to agriculture. These industries should be planned on an economic basis, which would secure conditions ensuring the possibility of successful, self-supporting enterprises.

The work provided must fulfil the following, among other conditions:

- (1) It must be varied to suit the mental capacity and bent of the employed.
- (2) It must also be varied to suit different forms and degrees of physical defect.
- (3) For economic reasons the industrial life of each village should rest upon the production of one class of commodity. Port Sunlight, Bournville and other industrial villages prove that this need not lead to sameness or monotony.

- (4) It must allow not only for large industries for the wholesale manufacture of one kind of goods, but also for individually worked handicrafts of the same class.
- (5) The industries and the homes of the workers must be so centralized as to allow of the arrangement of special conditions of work to meet special needs.
- (6) The industries should be well placed in relation to railway facilities, thus reducing to a minimum transport charges for raw materials and finished goods.
- (7) One class of production is proposed for each separate village to admit of one packing, distributing and advertising centre.
- (8) Centralization is also necessary to allow of hostels or fraternity homes for the most helpless, communal houses for the unmarried, and conveniently grouped cottages for the married.
- (9) It is also suggested that in each village there should be departments for the housing of the widows and officers and men and their children. The young life thus brought into the village would make for continuity of success.

The problems these conditions impose can only be solved by the creation of "model villages" for the disabled where power created in bulk can be distributed as may be necessary, and obviously in some cases in quite small amounts, at the homes of the workers.

It will probably be found that, as in industries generally, local conditions will determine, in each such suggested Heroes' Village, the form of industry or allied groups of industries which should predominate. A number of such villages of a smaller type, say, accommodation of



a population of 3,000 inhabitants, in various parts of the Country would be preferable to fewer of a larger class. Villages entirely designed for such uses would have the advantage over centres created in larger places, in allowing of special treatment to meet the peculiar circumstances of the case. Thus, all public buildings, religious and secular, would be contrived with broadened doorways, aisles and gangways for the accommodation of bath-chairs and wheeled litters. Special centres would prove an advertisement for the goods manufactured, and so attract that form of patronage which results in the most practical philanthropy.

Such communities whose production would be co-operative, would favour co-operative expenditure, and this element of community welfare would probably develop in many and divergent ways, such as co-operative stores, banking, insurance and communal feeding, and the village should be planned with a view to the encouragement of these advantages.

It is obvious that the establishment of industries for the production of articles hitherto imported from enemy countries should be encouraged, and especially those articles largely used in Government and Municipal Offices. Thus, instead of importing Hardtmuth's pencils, made from British graphite in Austria, this industry, equipped with the latest machinery and an up-to-date testing and tempering laboratory, might be established in one such village. In the same village there might be other industries devoted to the manufacture of the numerous office furnishings and requisites for card-indexing, etc., which, so far, have been largely imported from Germany, Austria and America. Several such villages could be maintained by orders from the Government, Municipalities and large Corporations of this Country.

Another village might be equipped with workshops devoted especially to the manufacture of toys, especially of those which hitherto have been imported from Germany and Austria.

A third village might be devoted to the manufacture and packing of the many preparations dispensed by chemists and hitherto largely supplied by Germany.

A fourth village, smaller in population, perhaps, but larger in area and more suited to the needs of cases requiring open-air, might be devoted to the growth of bulbs, a trade which by long custom has been given to Holland and Germany, but which, except in the case of hyacinths, can be equally well practised in this Country. The growth of yews and tree box of shapely habit for decorative purposes might be associated with these industries. In Holland there are three villages, each with its population of 3,000, viz., Aalsmeer, Lieden and Booskoop, which exist almost solely on the production of nursery stock for decorative purposes. Much of their trade is done with London and the larger English towns, and its extent may be gauged by the fact that we imported in the year 1901\* Dutch bulbs to the value of 600,000 guilders.

These are but four types of villages I have in mind; their number and variety could be increased indefinitely. The advantages which I anticipate are that work could be found for both officers and men, and also almost every form of disablement and every degree of mental and physical capacity. In the toy village, especially, there would be ample opportunity for the exercise of the artistic genius which is so fully represented in the army, and this factor would give a distinction to the products of the village. In the past our toy industries have suffered through the neglect of applied art, and here would be provided the opportunity for successful competition against commonplace foreign manufactures by the production of more artistic ones.

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\* Total value of Holland's export trade in bulbs exceeds £200,000.

The vast number of wounded with which we shall have to deal suggests that almost every county will need one such village, whilst Lancashire and Yorkshire and other larger industrial counties will require more than one, and I suggest that the patriotism of the counties should be exploited to bring them into being.

The gift of Mr. Harrison, of Liverpool, of fifty thousand pounds to the Kitchener Fund, opened by the Lord Mayor, is one of many indications that a definite proposal for such villages would meet with most generous support, and I believe that both the Government and the many war funds would contribute to their foundation and equipment. This financial aid might be divided into two parts: (1) As a gift; (2) as an investment, in the form of debenture shares, with the property of the village as security.

In addition, there would be required the necessary working capital—called, say, Founder's Shares—with an equal amount of capital provided by donations, to be called Co-Partner's Shares, to be allocated to the workers on the principle adopted with so much success by Lord Leverhulm at Port Sunlight. (See Appendix II.) What the necessary capital for machinery and working capital would amount to could only be determined after careful inquiry by a board of business experts, and even then only approximately.



## APPENDIX II.

### LEVER BROTHERS' CO-PARTNERSHIP SCHEME.\*

Lever Brothers began in 1909 to give workers a share in the profits.

Co-Partnership Certificates of £500,000 nominal value were at first created, and afterwards increased to £1,000,000.

These Certificates are transferred to employees in proportion to wages or salary each year. The amount allotted to partner-employees varies from nil in very rare instances to a maximum of 25 per cent. or so, in many cases, the average being from 10 per cent. to 15 per cent.

For the purpose of the Certificate distribution the Staff is divided into four classes—

Directors,  
Managers and Foremen,  
Salesmen,  
General Staff.

The Co-Partnership extends to both male and female.

The original *minimum* age limit for Co-Partnership was 25 years, but is now lowered to 22 years.

Originally, the Co-Partnership Certificate was only given after 5 years' service; now it is given after 4 years' service.

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\* Reproduced by permission of the Author, Lord Leverhulm, from the printed report of his lecture on "The Harmonizing of Capital and Labour."

The Staff sign an application form, containing a pledge in the following terms:—"To the Trustees of the Partnership Trust in Lever Brothers, Limited. Gentlemen,—I, the undersigned, request that a Partnership Certificate be issued to me under the above Trust, and I undertake that if the issue is made I will in all respects abide by, and conform to, the provisions of the Trust Deed and the Scheme scheduled to it, and will not waste time, labour, materials or money, in the discharge of my duties, but will loyally and faithfully further the interests of Lever Brothers Limited, its Associated Companies and my Co-Partners to the best of my skill and ability, and I hand you herewith a statement in writing of the grounds upon which I base this application."

Once admitted, and so long as their record is clean, Co-Partners receive further Certificates each year on above basis in proportion to wages or salary.

They receive dividends like ordinary Shareholders, but as the Certificates contribute no Capital to the business, they receive on that account 5 per cent. less than is paid on Ordinary Shares.

The dividends are paid in 5 per cent. Cumulative Preferred Ordinary Shares, which the holder can sell at any time for cash at *par* value if he so desire; but so long as the shares are held by the Co-Partner to whom they were originally allotted they receive, in addition to the fixed cumulative dividend of 5 per cent., a further dividend to make the total dividend they receive equal to that paid on the Ordinary Shares.

These 5 per cent. Cumulative Preferred Ordinary Shares can only be allotted as dividends in lieu of cash.

The Management allot Certificates to the Staff, but Co-Partners have a right of appeal to a Committee composed jointly of Staff and Managers.

The system of allotment is based on value of service. The very slacker and ne'er-do-weel receives *nil*, the apathetic from 5 per cent. to 10 per cent., and the enthusiastic, appreciative and responsive up to 25 per cent. or so, with special allotment for special services and helpful suggestions.

The final appeal can be made to the Chairman of the Company should any Co-Partner or employee feel he has been overlooked or unfairly dealt with.

Out of our total of over 4,000 Co-Partners, one could name on the fingers of one hand those who require to be passed over.

Co-Partnership couples up Loss-Sharing with Profit-Sharing.

If a man has acquired £200 or more of Co-Partner Certificates, and if profits were to cease to be earned, he would suffer equally with capital in loss of dividends.



## APPENDIX III.

EXTRACT FROM AN ARTICLE  
ON THE  
"RE-EDUCATION OF DISABLED SOLDIERS"

BY

L. V. SHAIRP

REPRODUCED BY PERMISSION  
FROM THE "EDINBURGH REVIEW"

JAN. 1917.

There are now more than 50 re-educational establishments in France, most of which receive some form of Government subsidy as well as support from municipal authorities and private subscriptions.

The Grand Palais, Paris, was taken over and converted into a military hospital in January, 1915. It now has about 2,500 beds, and is the central "Dépôt de Physiothérapie" to which soldiers are sent from the other military hospitals for the various forms of treatment which are being carried out under the direction of Professor Jean Camus. These include electrical treatment, *eau courante* or whirlpool baths, massage, mechanical exercises, etc. The results obtained have been remarkable. In one month (October, 1915) 420 men were returned to active service in the Army who otherwise would have been pensioned as permanently disabled. This obviously represents a very considerable saving to the State in pensions alone. There is an out-patients' department for officers.

The hospital at St. Maurice has accommodation for 700 patients, and in connection with it is the Vacassy Institute, which provides industrial training. A large

number of trades are taught, including boot-making, tailoring, basket-making, printing, bookbinding, tinsmithing, harness-making, etc. Voluntary instructors are sent to the Institute by the different Guilds of the city of Paris. The Fédération Nationale des Mutilés de la Guerre, Paris, has established both residential and non-residential workshops for the disabled. Men who live at home receive a wage of 4 francs a day and their dinner. Men "living in" are all found in every way, and receive a proportion of the earnings of the whole establishment.

The Anglo-Belgian Hospital at Rouen receives Belgian soldiers requiring special treatment by the new methods of *physiothérapie*. The hospital was established on the site of a vocational school, and the fact that the mechanotherapeutic apparatus required for the extensive installation which it now possesses was for the most part manufactured in the workshops by the disabled themselves is an admirable instance of ingenuity and resourcefulness. At this hospital the men receive the beginnings of re-education entirely under medical direction; they are then passed on to the complementary establishment, which is mainly industrial. This is the Institut Militaire Belge at Vernon (Eure), and is described by Mr. W. M. Dobell, of the Canadian Military Hospitals Commission, as the most interesting establishment of the kind which he had seen. There is accommodation for about 1,200 men, and the Institute is not only self-supporting, but it has paid back to the Belgian Government the entire capital cost of installation. The cost per man per day is only 2.05 francs, and this includes the usual pay of the Belgian soldier of 43 centimes per day. Forty-three different trades are taught, covering every imaginable occupation. There is a large farm in connection with the establishment, on which wounded horses are cared for and made useful. The workshops provide for instruction in book-keeping, shorthand, typewriting, telegraphy, moulding in clay, wood-carving, drawing and designing of all descriptions, wallpaper designing and painting, the manufacture of motor vehicles and all kinds of electrical

machinery, tinsmithing, plumbing, tailoring. Poultry and rabbit farming are taught, and also fur-curing, dyeing, and trimming.

The land on which the establishment is built was originally forest. A saw-mill was erected, and the forest thinned out on scientific principles, the timber being converted either into lumber required for the buildings or such as would be saleable in the open market. Large quantities of pickets and stakes of all descriptions required by the Belgian Army were manufactured, and also large wicker-work shields, which were used for laying on swampy ground under gun-carriages, so as to prevent them from sinking.

The buildings cost 450,000 francs, and the equipment and plant for the workshops 300,000 francs. All of this has been repaid to the Belgian Government out of profits on lumber and the produce of the workshops. Most of the work has been done for the Belgian War Office, and this has enabled the Government to get their supplies very much more cheaply than they were doing from other sources. Thus, fuse-boxes which were being made in the United States, at a cost of 30 francs apiece, were subsequently made and delivered by the Vernon workshops at 10 francs apiece, which still left a profit of  $2\frac{1}{2}$  francs to the establishment. The workshops make all their own tools, as well as a large number for the Belgian Army. A great deal of Government printing work is also done. The men are paid, in addition to their Army pay, from 5 to 20 centimes per hour, according to the work they do, and the surplus profits are now being funded for the benefit of the men.

While in the workshops, the men are still mobilised and under military discipline. When a man is considered efficient in his trade and able to earn his own living, he is allowed to take his discharge on condition that he first takes three months' furlough and that he then has suitable employment to go to, or that he is going to start business on his own account with a reasonable prospect of success.



In this case he is given a complete outfit for his trade, together with a sufficient stock of raw material to make a start. The Vernon establishment is "fed" from the Anglo-Belgian Hospital at Rouen, so that men are only admitted after they have completed actual hospital treatment.

Mr. Dobell points out that among the causes which have contributed to the remarkable success of the Vernon scheme are the facts that the men are still soldiers under military control, and that the population of Belgium was the most highly trained industrial community in Europe, the great majority of the men having a thorough knowledge of some trade, and very few being illiterate.

To illustrate the scientific spirit in which this problem is being approached in France, it is worth while to quote from a paper written by Professor Jules Amar, Directeur, Laboratoire des Recherches sur le Travail Professionnel, Paris, and published in the Special Bulletin of the Canadian Military Hospitals Commission:

At the outset one notices that the future of the wounded man depends upon the directing of his activities to some particular trade. The greatest care must therefore be taken in determining the best occupation for each individual, the director being guided not only by the man's previous experience, but by his tastes and by his physical and psychological capacities. . . . Let us imagine a wounded man who, previous to the war, exercised the trade of machine erector. A third of his right arm is now amputated. The physical and psychic examinations show us that he is in good health, gifted with average intelligence, and fairly well educated. An experimental analysis conducted according to the technics of the physical laboratory reveals a perfect state of mobility of the stump and the possibility of fitting to him that artificial limb which will best suit his vocational requirements. Under these conditions the man might and should be directed towards the trade of a machinist. Re-education will develop motive powers in the left arm, and the artificial right limb will more often fulfil the rôle of supporter: that is, will prove a static force rather than a directory power; and if it be properly fitted

one has the right to expect from the individual a rapidity and precision of movement which will be sufficient for all practical purposes.

Let us imagine, on the other hand, an individual possessed only of moderate intelligence and clumsy in other respects. We should direct him towards the trade, for example, of basket-making. . . .

Also one must endeavour to overcome tendencies towards indolence. The disabled man must be made to understand, and he will easily grasp the fact, that work alone is the regenerator and sole fortifier of his body and his mind; it alone furnishes material sources for a livelihood, and those moral resources which, in him especially, excite our admiration. A too prolonged stay in hospitals and convalescent homes is the true cause of idleness, which is moreover accentuated by the atrophied condition of the stumps there condemned to inaction. The re-education of the joints and the muscles, followed by exercise in his trade, so harmonised as to assure for the individual the maximum of his output, must begin in the convalescent home before medical treatment is finished. . . .

But it is asked what is the proportion of the mutilated who are capable of recovering their working and social value by a re-education conducted on these lines? How many are capable of being re-educated and how many doomed to be assisted? By consulting former experience, and on the faith of the soundest proof, 80 per cent. of the maimed are capable of re-education. They may be divided as follows: 45 per cent. totally, that is to say that they may succeed in earning normal salaries, on condition that 10 per cent. among them specialise. The direction in which they specialise should always be, as has already been said, within the limits of their former trade. Twenty per cent. may not arrive at a full working capacity, as their re-education is partial, but still it gives an appreciable output. The directing of men of this class towards their proper profession involves a series of scientific observations for the purpose of providing employers with exact knowledge as to the value of each man's output and capacity. Finally, 15 per cent. will have to practise subordinate trades (*petits métiers*) in which production is small,

their re-education being entirely fragmentary. Whereas the 65 per cent. representing the first two classes may be put into ordinary workshops or establish themselves as "workmen in their own rooms," the last 15 per cent. must work in workshops organised for this purpose, where in any case they can earn a bare livelihood. The majority of the 20 per cent. not capable of being re-educated are dependent upon relief institutions for work; nevertheless a very small minority attain sufficient productivity to be useful in the workshops.

These condensed quotations from a paper of extraordinary interest and value show that in France the relation of temperament to capacity has been recognised more clearly than with us. The importance of the psychological condition of the patient is insisted upon. This is another way of saying that if you seek to make a man you must build up his character as well as his body.



## APPENDIX IV.

NOTES FROM A REPORT  
ON  
THE CARE OF DISABLED SOLDIERS  
PREPARED BY  
THE INTELLIGENCE DEPARTMENT  
OF  
THE LOCAL GOVERNMENT BOARD.\*

Since the completion of the body of this book, and, indeed, since it has gone to press, the author has been privileged to see a series of two reports on the care of disabled soldiers in France and Germany, prepared by the Intelligence Department of the Local Government Board, under the direction of Mr. I. G. Gibbon, and has obtained his permission to make a synopsis of those portions relating to Germany in the form of an appendix complementary to that dealing with the work of the After-Care Committee in France.

Those of us who have imagined Germany to be a nation in which everything is centralised in the Imperial Government will be surprised to find that, as stated in the report, "The Imperial Government has not accepted the responsibility of organising care-work for the disabled. Although repeatedly urged to take the lead in this matter, it has always refused on the grounds that the work would not be so well done if directed from an Imperial centre," and we even find that "the Prussian State Government has taken up the same attitude: beyond issuing the Ministerial 'guiding principles' and exhortatory circulars, it leaves

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\*The Report will be printed in the first number of "Recalled to Life," a new journal dealing with the care of the disabled, and edited by Lord Charnwood.

everything to the provincial and other local authorities." In Bavaria, Baden, and Saxony, however, we find the State Government directly controls the care-organisation.

Even though an entirely voluntary body, known as the "Imperial Committee," has been formed to fill the gap, and publishes both a monthly periodical and a fortnightly bulletin, the natural result of this state of things in a country so used to bureaucratic organisation as Germany, is that, while in some places local committees are doing good work, in others, and especially the smaller ones, there is very considerable slackness and disinclination to act.

Again, to quote the report, "While in most of the large towns in particular provinces keen interest is taken in the work of caring for the disabled, much dissatisfaction is expressed with the indifference and inactivity displayed in the smaller towns and in many rural districts; in these places the work is sometimes left to a single individual, and sometimes handed over to a private society."

"It is said that the committees in many districts seem to have little knowledge of the principles upon which their work should be based. Even the officials who take part in it do not in many cases understand it; and it is doubtful whether many of them have even read the ministerial circulars; but as they are, generally speaking, much overworked, there is some excuse for this."

One trustworthy writer, quoted in the report, observes that "the great achievements of districts like the Rhine Province, Westphalia, and Brandenburg, and of towns like Berlin, Hamburg, Stuttgart, etc., of which we naturally think when care-work for the disabled is mentioned, must not blind us to the fact that in many other districts nothing at all is being done."

Apart from this, it is evident that there is the same

tendency to be satisfied with results on a small scale which we see in England and in France. We read in this report of excellent institutions in Frankfort, which has placed its municipal and technical schools at the disposal of the wounded; Charlottenburg, which has done the same, and also provided for instruction in the hospital; and Munich and many other towns which are doing similar work, but all on such a small scale in comparison with the needs of the moment that they can only be looked upon as first tentative experiments which must immediately be followed up by work on a greatly increased basis at no very distant date.

Turning now to details we find in the training itself a change of attitude. In the early days of the war the drafting of maimed and mutilated men into munition factories was strongly disapproved of, as it was considered that they should be placed in some position which would allow of their obtaining a thorough knowledge of a craft which would be useful to them when peace was restored but, with growing casualty lists, the employment of men on a longer front and a greater need for making use of every available resource in the prosecution of the war, the officials of after-care institutions and orthopædic hospitals are urged to draft men into munition works wherever this is possible.

At the same time the claims of agriculture, which even in this country at the present time are so pressing, quite naturally are not neglected. Appended to the report which we are considering is an account from the "Deutsche Landwirtschaftliche Presse" of the 23rd December, 1916, concerning the war invalids in the Agricultural Training Institution at Gross Tarpen, near Graudenz, which is most interesting reading, and shows that, in this instance at least, the treatment of disabled soldiers is being taken up in a very thorough-going way indeed. For purposes of comparison able-bodied labourers were employed on the same work, and it is interesting to find that the disabled accomplished



relatively high averages of work as compared with the able-bodied. Thus, in planting potatoes, "It was found that each couple completed on an average one morgen in 10 hours. Two ordinary labourers could plant  $1\frac{1}{2}$  to  $2\frac{1}{2}$  morgen in a 10-hour working day." In hoeing sugar beet better results still were obtained, for the disabled averaged one-third of a morgen to 10 hours, while "an ordinary labourer working hard for the same length of time could not hoe more than one-half to two-thirds of a morgen." We are again rather surprised to find that although the extent of disablement varied very much, as is only natural, the amount of work done by the wounded was in comparison very constant.

Besides this work for the training and equipment of disabled soldiers, which is, of course, of a temporary nature, there is also a certain amount done with a view to the permanent settlement of men on the land. Under certain conditions they are allowed to capitalise a portion of their pension with a view to the purchase of small holdings and so on through approved societies. Proper safeguards are, of course, provided to prevent a man capitalising a pension which might in the end be only temporary, or might at some future time be reduced, and also to prevent him from disposing of his holding purchased with the money so obtained.

In Saxony arrangements are in force for supplementing the capital so obtained if necessary, and for assisting disabled soldiers to obtain suitable holdings. At Bonn a similar arrangement exists whereby a society "will buy and sell plots and put up new buildings where needed. At present it can do little more than lay plans for future activities, as all private building is now stopped." The Bavarian Landtag has taken similar action and, speaking of all these and other activities in Germany, the report says "Some colonisation societies have already made a beginning in settling disabled men on the land, but, as might be

expected, no great results have yet been achieved. It was reported in July last that the Cadingen Colony had allotted two pieces of land and were negotiating with a number of would-be settlers. The plots vary in size from 2 to 15 morgen.

"The Kreis Colony at Fallingbostel (Hanover) has made provision for the settlement of 100 disabled soldiers, and the men and their families are being gradually installed.

"The municipal authority in Schweidnitz (Silesia) have set apart 60 small holdings of an area of about  $\frac{1}{2}$  to 1 acre each to be occupied by war disabled men. These small holdings will form a new suburb to the town."

The report which we are considering deals, as we have already stated, not only with Germany but with France, and it is interesting to observe that the general conclusions come to are probably equally applicable not only to both these countries but to our own as well.

First of all we have a great tendency on the part of the disabled to a very natural self-commiseration which breeds idleness, despondency, and a general tendency to rest upon their laurels, and to view with apathy the efforts made for their re-education and equipment for their future.

Then there is the tendency which, as we would expect, is more pronounced in Germany than elsewhere, to imagine the Government will find "soft jobs" for every disabled man in Government offices or departments, such as the Post Office. Mere numbers, of course, make this quite impossible, even were it desirable, and, speaking of German officers, the report mentions a new educational experiment, "Undertaken in order to prevent a repetition of the experiences of the years following the war of 1870-1871, when large numbers of ex-officers were appointed to public offices regardless of their

lack of qualification; consequently the administrative machinery was run with great difficulty during the following decade, and it was not until these ex-officers had been gradually superseded by a new and better equipped generation of officials that improvement in public administration became evident."

Again, we have the tendency in all countries on the part of the disabled to choose some new trade simply because, in pre-war days, their old ones had not proved a bed of roses, and had not provided exceptional opportunities for advancement; forgetting that it is better, as Shakespeare says, to "Bear those ills we have than fly to others that we know not of." There is, in fact, the same rush into a certain small group of trades, such as book-keeping and shoe-making.

Finally, what the first of the two reports says in conclusion is evidently still perfectly true of every country engaged in the war. "It is clear that no country has yet seized the problem of the disabled in an adequate manner; the demands of more urgent matters which cannot wait are too insistent. It is, however, equally clear that, if there is delay, the opportunity of restoring function to maimed limbs and stimulus and training to numbed minds will to a large extent have passed; and that failure to deal with the problem now can only partially be made good later."



## APPENDIX V.

### BRIEF SYNOPSIS OF THE WORK OF THE QUEEN MARY'S AUXILIARY HOSPITAL AT ROEHAMPTON AND QUEEN MARY'S WORKSHOPS AT THE PAVILION MILITARY HOSPITAL, BRIGHTON.

Men who have suffered the amputation of one or more limbs receive some industrial training here. They first go to Brighton, where they spend eight to twelve weeks of convalescence; during which time they visit the workshops and take courses of instruction in electrical work, carpentry, or in the mechanism and management of motor-cars. There are also classes for book-keeping, typewriting, and business correspondence. They then proceed to Roehampton for the fitting of artificial limbs. (There are similar fitting hospitals in Scotland, Ireland and Wales). At Roehampton further courses are given on similar lines to those at Brighton.

Unfortunately, the period of training is short. A considerable number are waiting admission, and, on leaving, the men are advised to continue their training if possible. The London Polytechnic Institute and Clark's College make special provision for this.

An employment bureau has been organised, and has already placed over one thousand men in various remunerative occupations.

## APPENDIX VI.

BRIEF SYNOPSIS OF THE WORK OF  
ST. DUNSTAN'S HOSTEL FOR BLINDED SOLDIERS  
AND SAILORS,  
REGENT'S PARK, LONDON,  
SPECIALLY PREPARED FOR THIS WORK  
BY  
SIR ARTHUR PEARSON, BART.

This invaluable institution was started by the initiation and under the leadership of Sir Arthur Pearson, the building and fifteen acres of ground having been lent for the purpose by Mr. Otto Kahn.

The work starts in the military hospital, where the blinded men are visited by representatives from the Hostel. Later, they are brought to St. Dunstan's and taught to earn their own living. The subjects taught are Braille reading, writing, typewriting, shorthand writing by the Braille system, massage, telephone operating, carpentry, boot-repairing, mat-making, basket-making, while in as many cases as possible men receive special training which enables them to return to their original vocations.

St. Dunstan's and its Annexes, in London and at Brighton, Blackheath and Torquay, have accommodation for 415 men, while 315 are in residence. A new building being erected in the grounds at present will provide accommodation for 250 more men. The duration of the training depends on the capacity of the individual and the nature of his work, the average period being about eight months. An After-Care Branch, under the management of the National Institute for the Blind, provides for the future of those who have left to recommence work in the world under the new conditions imposed by their disablement.

The Hostel is supported by Grants from the National Relief Fund and the National Institute for the Blind, and by subscriptions from the general public.

## APPENDIX VII.

### BRIEF SYNOPSIS OF THE WORK OF THE LORD ROBERTS MEMORIAL WORKSHOPS.

These workshops were opened shortly after the close of the South African War, as a result of the difficulty which the Soldiers' and Sailors' Help Society experienced in obtaining remunerative work for the badly disabled in the open labour market. They have been running successfully on a self-supporting basis for some ten years, and are thus a proved success, and are clearly to be differentiated from the many new and untried experiments which the present conflict is thrusting upon us.

The present war naturally created new and greatly increased demands upon the institution, and it was decided that the additional funds necessary to meet them should be raised by the creation of a memorial fund in honour of the late Lord Roberts.

As a result of this effort in March, 1915, large buildings were acquired at Fulham with the intention of capturing the German toy trade, in addition to affording training in many other classes of work such as carpentry, leather work, box-making, painting and decoration, designing, brush-making, etc. The works there established, during the first eight months of working, effected sales to the value of nearly £10,000. After deducting all costs and establishment charges, and allowing for the very heavy expenditure on experimental work, which is inevitable at the present stage of the work, this sum showed a loss on the turnover of only £216, or less than £1 per head of those employed.

Employment is found for disabled men and their families. Each man starts with a minimum wage of 20s. per week when



quite unskilled, obtaining 25s. a week as soon as his aptitude has been discovered, which is usually within from one to eight weeks. Afterwards, when trained, he gets trade union rates of pay, and if that is 50s. a week, he obtains it in addition to any pension he may be getting from the Government.

The London works are the centre of the whole organization, but many specialized branches are established, or proposed, for various parts of the Country. These, in addition to making finished articles of the kind allotted to them, will supply necessary parts to other branches. Thus the proposed metal-working branch at Birmingham, in addition to making metal toys, will provide all metal parts necessary for the completion of the wooden toys made in London; Bradford, the printing centre, will do the printing for the whole organization, and so on through every branch.

So far the workshops planned are as follows:—

<i>London</i> . . . .	Wooden toys of all descriptions, furniture, decorative and scenic work, basket work and household articles.
<i>Surrey</i> . . . .	(Brookwood.) Basket and brush-making.
<i>Eastern Counties</i> .	(Colchester.) Poultry appliances, household articles, patent porcelain building bricks.
<i>Midlands</i> . . . .	(Birmingham.) Metal parts of small toys, etc.
<i>Lancashire, etc.</i> .	(Liverpool.) Wooden household articles, toys, furniture, etc., as in London.
<i>Yorkshire</i> . . . .	(Bradford.) Printing, box-making and all kinds of soft toys.
<i>Scotland</i> . . . .	(Edinburgh.) Brush-making.
<i>Ireland</i> . . . .	(Belfast.) Household wooden articles and wooden toys.
<i>Southern Counties.</i>	(Brighton.) Smaller toys and games.

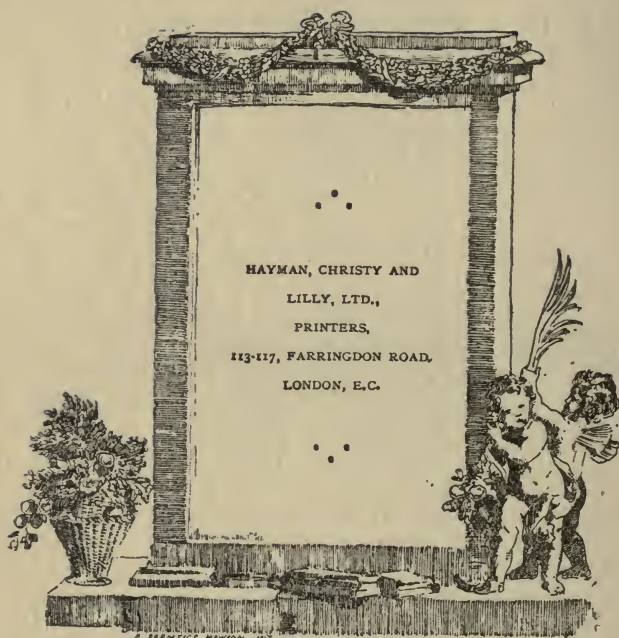
Branches are also proposed at Plymouth, Newcastle, Nottingham and Manchester, but the exact industries for these have not been determined.

## By the Same Author.

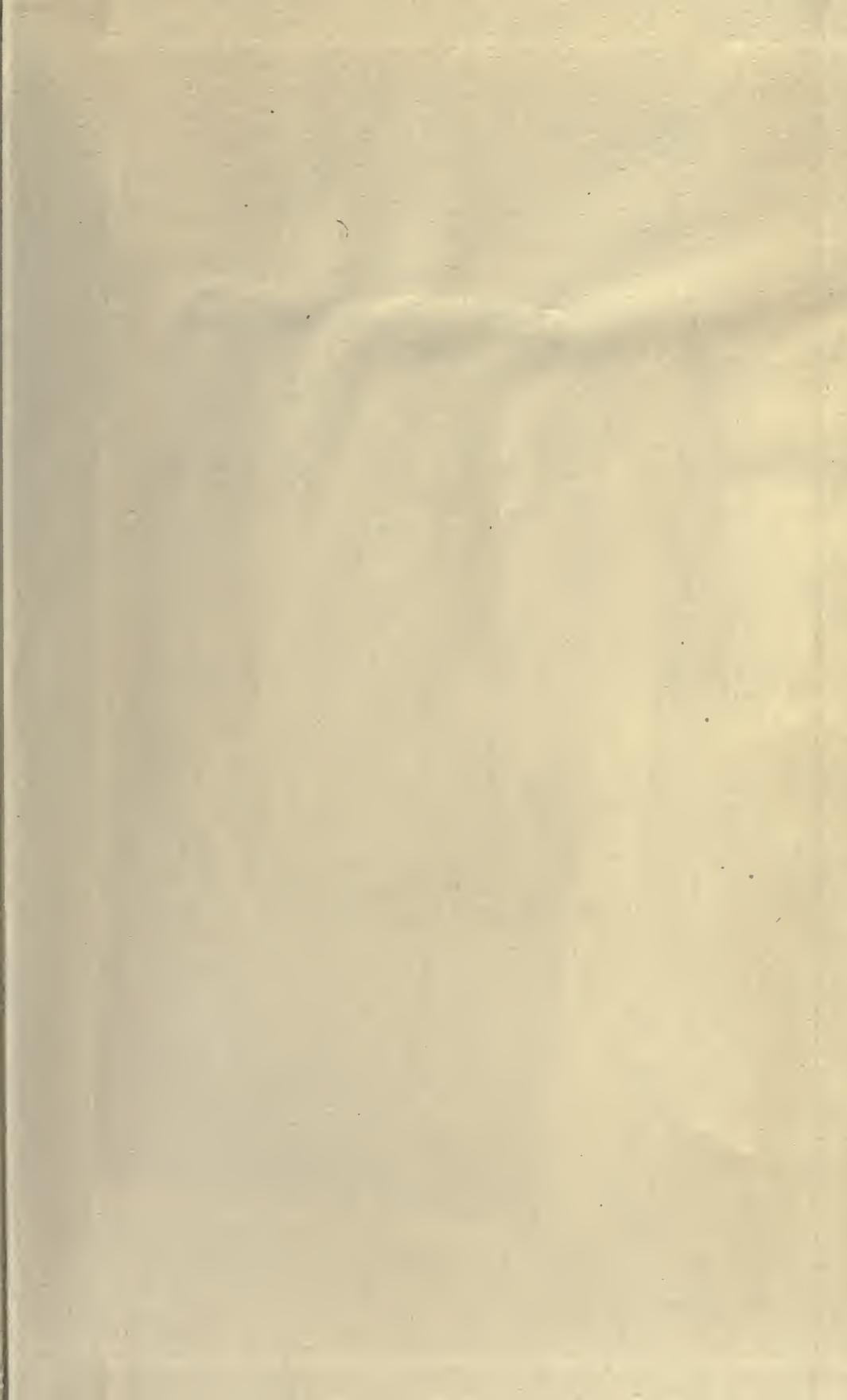
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